



Family Services
Illawarra Ltd

Family Services Illawarra Limited
2020 Strategic Plan

Safe, Well, Strong & Connected



2020 Strategic Plan - Key Result Areas

<h2>Sustainability</h2> <p>Ensuring growth to reach more communities experiencing unmet need, increasing by 15% per annum</p>	<h2>Customer Service</h2> <p>Achieving 85%+ Customer Satisfaction with all internal and external client interactions</p>	<h2>Quality Assurance</h2> <p>Benchmarking the highest available practice standards to ensure continuous improvement in all aspects of Quality of Service (QoS)</p>	<h2>Risk Management</h2> <p>Mitigating the Likelihood and Consequence of all risks within a Control Plan that is acceptable to all participants, clients and stakeholders</p>
<h2>People & Culture</h2> <p>#1 delivering support service and creative empowerment for our people to exceed expectations and the potential in others</p>	<h2>Values</h2> <p>Ensuring our every behaviour and all interactions meet our values, enhanced by 85%+ Employee Satisfaction</p>	<h2>Professional Expertise</h2> <p>Investing in Training Needs Analysis; Training Learning and Development; and Continuing Professional Development (CPD) Plans for all our people</p>	<h2>Innovation</h2> <p>Being brave, having the courage to explore, revolutionise and transform to realise the untapped capacity in others</p>



Our Vision

That all children and young people can live safely and well with their family.

Our Purpose

To create positive change in families under stress, and a safer and more caring environment for children and young people's development.

Our Values

Collaboration: to ensure higher impact, organisation and integration in planning and delivery of services.

Compassion: to be deeply aware of the suffering and misfortune of others, alleviating it wherever possible.

Empowerment: of our people, children, young people and families with a focus on family strengths and competencies.

Hope: to make change possible, being inspired by the possibilities for all individuals and families to find strengths and control their lives.

Innovation: Being brave, having the courage to explore, revolutionise and transform to realise the untapped capacity in others.

Participation: where families are encouraged and supported to make informed decisions and to taking an active role in planning, development, delivery and evaluation of multi-disciplined services.

Respect: by honouring all people, acknowledging differences and upholding dignity at all times.

Responsiveness: where services are planned, delivered and evaluated in transparent and inclusive ways. Ensuring ongoing processes of reflection and feedback to achieve continuous improvement in the delivery of services and programs.

Our Strategy

Family Services Illawarra aims to improve evidence based outcomes and continuity of care with reduced referral pathways, through a central triage of trauma informed multi-disciplined services

Our commitment to sustainability ensures ongoing growth and reinvestment into research and development that is applied directly to our frontline services.

With a service driven, solution orientated approach, all Family Services people enjoy overcoming adversity and achieving the impossible, consistently.

We strive to provide an attention to detail, quality of service and outstanding risk management with every Family Services interaction. Our people and culture aim to help deliver the potential in others, exceeding their expectations daily.

As a values based unified team we drive high employee and client satisfaction, through professionalism and innovation with a safe pair of hands.

Family Services Illawarra is expanding its community reach through Family Services Australia . We are actively seeking to merge the capacity of community based NGOs who share our commitment and quality approach for those people in life who are most in need.

A handwritten signature in black ink, appearing to read "Gary Jackson", with a stylized flourish at the end.

Gary Jackson
CEO & Company Secretary

Our Strategic Goal KPIs

1. Sustainability, *reaching unmet need >15% per annum*
2. Client Service, *achieving >85% CSAT #1*
3. Quality Assurance (QA), *International Benchmarking QoS #2*
4. Risk Management, *AS/NZS 4360 Control Self Assurance*
5. People & Culture, *creative empowerment to exceed expectations in others, while achieving ESAT >85% #3*
6. Values Competency, *every behaviour meeting our values*
7. Professional Expertise Competency, *investing in our people*
8. Innovation Competency, *realising untapped capacity in others*

#1 Client Satisfaction (CSAT)

#2 Quality of Service (QoS)

#3 Employee Satisfaction (ESAT)

Our Key Strategic Commitments

- ❖ Grow our evidence base for parenting, play & family functioning
- ❖ Capitalise on expertise in family case management and Trauma Informed Practice
- ❖ Capitalise on expertise in relation to women, children and men affected by Domestic & Family Violence (DFV)
- ❖ Leverage expertise in play facilitation and Early Childhood Education and Care (ECEC)
- ❖ Pursue and achieve ongoing external independent accreditation
- ❖ Develop and implement workforce development strategy under a Continuous Improvement Plan (CIP)
- ❖ Develop and implement a marketing plan that raises the profile of FSI and its services
- ❖ Grow opportunities in Southern NSW and Australia
- ❖ Implement Multi-disciplined Services for integrated service delivery
- ❖ Affect an Engagement Strategy to build partnerships within the sector at a local and regional district level
- ❖ Harness and implement creative empowerment to ensure an innovative capacity to support all communities

Measuring Our Strategic Goals (Our Top-level Strategic KPIs)

Year	Goal	2017FY	2018FY	2019FY	2020FY
<i>Non-financial goals</i>					
CSAT	2	85%	85%	85%	85%
QA Standards	3	3.0	3.25	3.75	4.0
Risk Management	4	3.0	3.25	3.75	4.0
People & Culture	5	85%	85%	85%	85%
Values	6	3.25	3.5	3.75	4.0
Professional Expertise	7	3.0	3.5	3.75	4.0
Innovation	8	3.0	3.5	3.75	4.0
<i>Financial goals</i>					
Sustainability – Compound Annual Growth Rate (CAGR)	1	.01%	12.6%	15%	15%
Debt to Equity Ratio ⁴	1	50.3%	42.0%	40.1%	40.1%
Reserves ²	1	9.0	8.0	7.0	7.0

#1 Debt to Equity Ratio = Total Liabilities including Provisions / Stakeholder Equity

#2 Reserves - Measured in months of operating expenses, after all employee provisions noting industry range for Australian NFPs less than 4.0 to negative ratio's where surpluses are -5% to +5%

Community Support Framework (CSF) Performance Management Scale

5. Consistently Exceeds Expectations
4. Exceeds Expectations
3. Fully Meets Expectations
2. Partially Meets Expectations
1. Does Not Meet Expectations

* Denotes: CSF Ave. Scores in QA Standards, Risk Management, Values, Professional Expertise and Innovation