



STRATEGIC PLAN

TRANSFORMING THE FUTURE OF VICTORIA'S
VULNERABLE CHILDREN, YOUNG PEOPLE AND
FAMILIES.



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FULFILLING THE ANGLICAN MISSION

Anglicare Victoria works to transform the futures of children, young people and families. As Victoria's leading child and family welfare organisation, we work to create positive change for our most vulnerable and disadvantaged community members.

Anglicare Victoria was formed on 1 July 1997 when three organisations – the Anglican Mission to the Streets and Lanes, St. John's Homes for Boys and Girls, and the Mission of St. James and St. John joined together in the new Agency to further extend their reach and positive impact in the community. Twenty years later, and further strengthened by the merger with St Luke's Anglicare in 2014, Anglicare Victoria continues to fulfil that mission, inspired by our shared history and guided by three key pillars:

Prevent, Protect, Empower.

Our focus is to create better tomorrows for vulnerable young people and their families by seeking to: Prevent negative outcomes;

Protect them when prevention fails; and Empower them to achieve their goals and to aspire to a brighter future.

Our transformational agenda is supported by a dedicated team of more than 1500 staff and 2000 volunteers state-wide, as well as through Anglican Parishes across the State. We work closely with a range of service delivery partners including the Victorian Government.

We are committed to improving outcomes for children, young people and families through our practice and our openness to innovation. We rigorously monitor our own outcomes and performance, and we are always looking for new and better ways to provide care, support and meet our clients' needs.

The landscape ahead is dynamic and sometimes challenging. This Strategic Plan provides a field guide to how Anglicare Victoria will navigate that terrain to deliver the best possible outcomes for Victoria's vulnerable children, young people and families.

CELEBRATING 20 YEARS OF COMMUNITY SERVICE

Since its formation in 1997, Anglicare Victoria has grown to become one of the largest providers of out of home care and family services in Victoria.

In any given year we will provide residential, foster or kinship care for over a thousand Victorian children, help over 16,000 families to stay together through our Rapid Response, integrated family services and family placement and prevention programs, and support over 3000 parents through the evidence-based ParentZone program that helps people build better parenting skills.

We empower families to build better futures through a range of programs including financial counselling, alcohol and drug counselling and family violence programs. We also seek to improve educational outcomes for young people in out of home care by delivering educational support to over 190 students across the state through the TEACHaR program.

More information about our work including our latest annual report is available via our website at www.anglicarevic.org.au



THE DESTINATION

Transforming the future for vulnerable children, young people and families

At Anglicare Victoria, we believe that every child and young person has the right to fulfil their potential and shine. This belief is central to our efforts to transform the future for vulnerable children, young people and families. This belief is underpinned by our key pillars: Prevent, Protect, Empower.

STRONG FAMILIES

We want every family to have the skills and supports they need to stay together. We work together to provide a safe and stable home life. We work closely with families when they are under pressure, providing support when things go wrong. We also help build the skills to help families stay together for a brighter future.

CHILDREN AND YOUNG PEOPLE WHO THRIVE

We want to see children and young people thriving at school, at work, and in their relationships. We believe that every young person has the right to fulfil their potential, and our role is to provide the care and support that will help them shine.

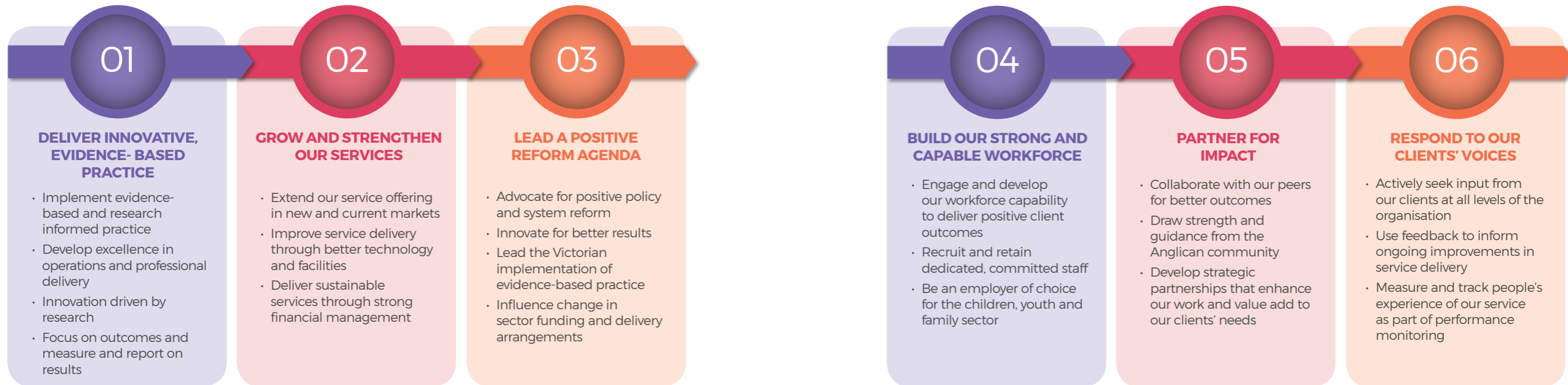
EFFECTIVE INTERVENTIONS THAT TRANSFORM LIVES

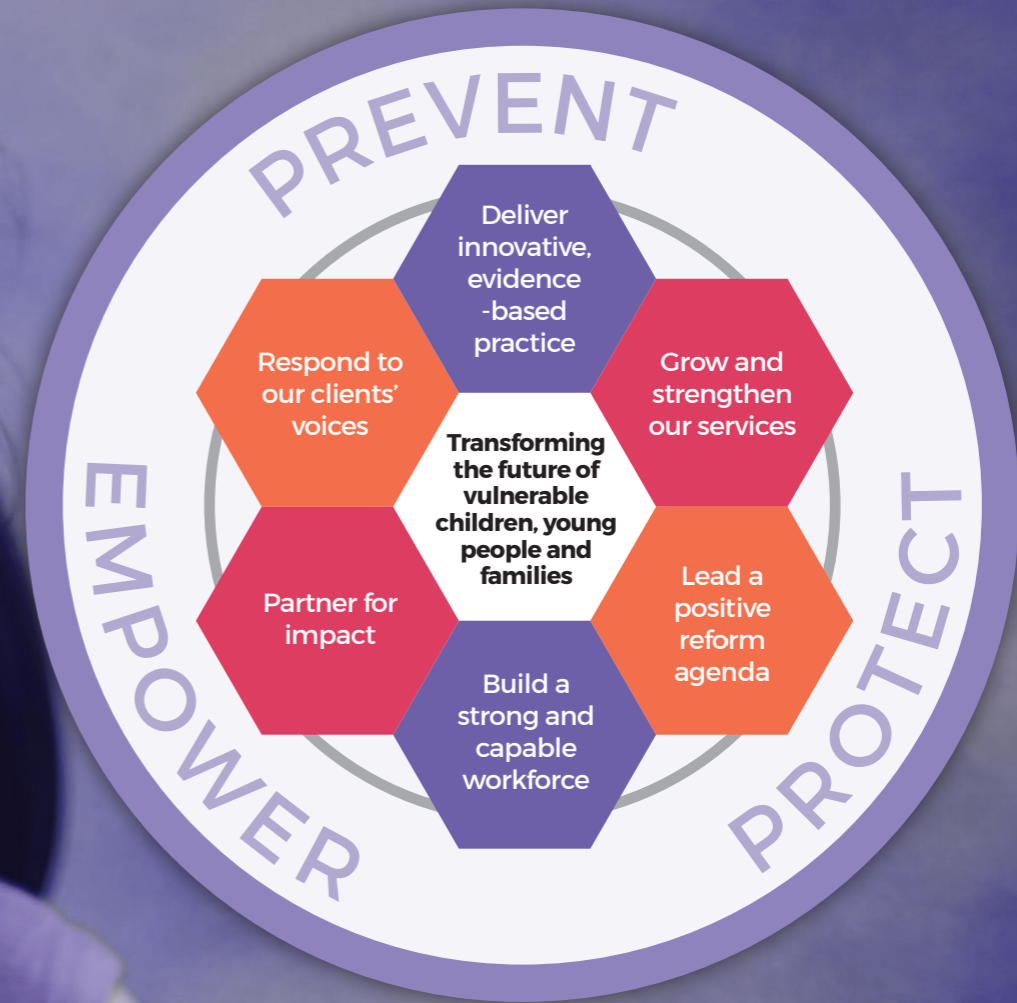
We are proud of our achievements and the positive contribution we make, and are committed to ensuring that the services we provide are effective and make a real difference. We search out the best evidence-based programs and work to adapt and develop them to deliver the best possible outcomes, as well as developing and testing new models tailored to our clients' needs.

THE WAY FORWARD

Strategic directions toward better outcomes

This Strategic Plan maps our path toward a better future for the children, parents, families and young people we work with. These strategic directions guide our day to day activities, our relationships with parishes, with government and with the communities we work in. They also direct our longer term development so that every step takes us toward better responses to vulnerable children, youth and families.





THE JOURNEY SO FAR

On track for a better future

There has already been significant progress made in the key strategic directions we have outlined since the commencement of this Plan in 2017. The table below shows some of the milestones that we have already passed on our journey.

DELIVER INNOVATIVE, EVIDENCE BASED PRACTICE

- Established evidence-based programs including Rapid Response, Treatment Foster Care Oregon, SafeCare and Functional Family Therapy - Child Welfare
- Implemented Keep Embracing Your Success (KEYS) therapeutic residential care model providing intensive support for young people with complex needs, in partnership with MIND
- Developed COMPASS, Australia's largest and one of Victoria's first social impact bonds, in partnership with VincentCare, the Victorian Government and investment partners

GROW AND STRENGTHEN OUR SERVICES

- Improved mobile technology for front line staff telephony, and sophisticated client management system (due for completion early 2019)
- Delivered improvements through a progressive capital development plan, including opening new state-of-the-art offices in Morwell
- Expanded services, with growth averaging approximately 20% per annum over the last five years
- Developed a 5 year fundraising strategy to grow and strengthen our funding base

LEAD A POSITIVE REFORM AGENDA

- Led advocacy for extended out of home care for young people through the Home Stretch program
- Responded to the Royal Commission on Family Violence of 2016 as a key partner in the development of Support and Safety Hubs.
- Key contributor to Government Reform agenda
- Supported Aboriginal children to be cared for by their communities, by working to safely transition care to Aboriginal controlled community organisations and government

BUILD OUR STRONG AND CAPABLE WORKFORCE

- Developed, implemented and integrated Capability Framework for staff recruitment and performance, and supported by a vibrant and contemporary training calendar
- Implemented an organisation-wide HR management and payroll system, 'Preceda'

PARTNER FOR IMPACT

- Partnered with 192 parishes involved in 116 parish partnership services, e.g. Indigenous Leadership Academy and the Anglican Criminal Justice Ministry
- Trialled Caring Dads in Victoria - an internationally acclaimed response to addressing family violence - in partnership with the Children's Protection Society
- Established strong working relationships with Aboriginal community controlled organisations and communities, including formal agreements with BDAC and VACCA.
- Promoted service delivery partnerships with other organisations including Treatment Foster Care Oregon, Safe & Together Institute, National Safecare Training Institute and Anglicare Australia Network

RESPOND TO OUR CLIENTS' VOICES

- Embedded client satisfaction surveys in organisational practice
- Established a Youth Ambassadors program, providing a voice for young people heard at Anglicare Victoria events
- Developed the outcomes framework tool in readiness for state-wide implementation

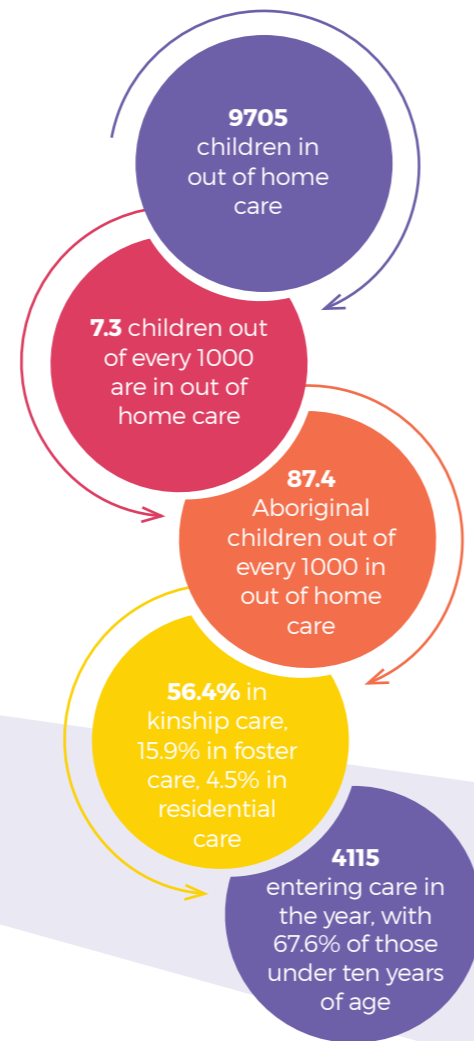
THE LANDSCAPE

Understanding the surrounding environment helps us to set a course for a better future for our clients. This section highlights some of the key features of the Anglicare Victoria landscape from 2017 to 2020.

Growing numbers of children in care

The number of children in care in Victoria continues to grow. According to the Australian Institute of Family Studies, in 2016 there were 9,705 children in out of home care in Victoria (a rate of 7.3 per 1000 children), more than three and a half thousand more than in 2012 (a rate of 5.0 per 1000 children). There is an urgent short-term need to respond to this demand, and to invest in the evidence-based responses that support families to stay together.

Nationally, the rate of Aboriginal children in out of home care in 2016 was more than ten times that of their non-Aboriginal peers (56.6 per thousand c.f. 5.8 per thousand). In Victoria, the rate of Aboriginal children in care was 87.4 per 1,000, highlighting the importance of the Victorian Government's ground-breaking reform that will transfer guardianship of young Aboriginal people to Aboriginal Community Controlled Organisations.



The Royal Commission on Family Violence

In 2016 the Victorian parliament released the report from its ground-breaking inquiry into family violence. Its 227 recommendations include the establishment of new family services Hubs across the state. These reforms mean that vulnerable families will access services differently. They will also change the way that the State's network of children's and family services work and how they work together. Anglicare Victoria will continue to be a key partner in these reforms in the coming years.

Evidence-based practice

Internationally and locally, there continues to be a strong focus on embedding evidence-based practice into the delivery of services for children and families. For Anglicare Victoria, this means continued efforts to draw on the best available evidence to inform our practice and design both nationally and internationally. We will also continue to build capacity for robust monitoring and measurement so that we learn from and contribute to the knowledge base in this developing field.

¹ Australian Institute of Family Studies Child Protection in Australia 2015-2016 Child Welfare Series No 66, 2017

Information and technology

Anglicare Victoria is investing in accessible technology and telecommunications to optimise services for vulnerable children, youth and families. These technologies will enable staff to work in new and innovative ways and allow them to be more mobile and more collaborative, accessing information and systems at any time and in any location. Unprecedented ability to analyse and work with large sets of data will provide new insights and will support evidence-based decision making across all aspects of our work.

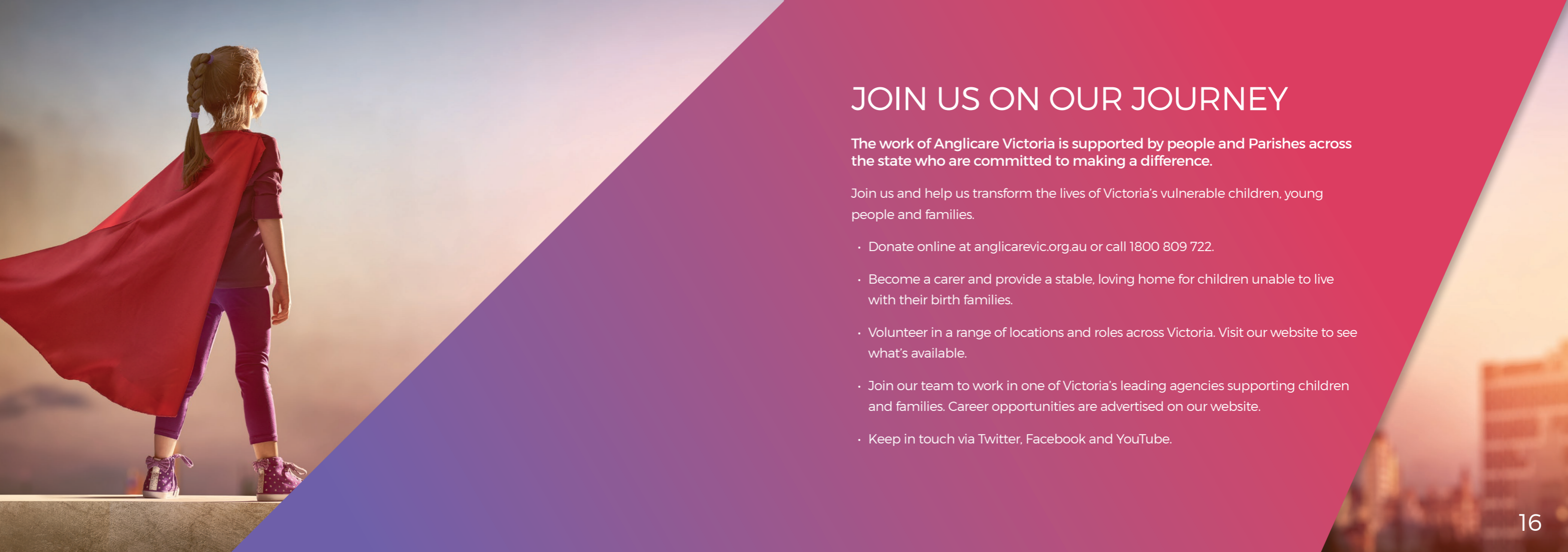
Structural reform

With government-funded service delivery at the core of what Anglicare Victoria does, ongoing reform to the way that government structures and funds services will flow through to changes in the way that Anglicare Victoria works. In particular, “Strong Families, Safe Children” described as a “once-in-a-generation” reform represents a major system redesign intended to shift the focus of the system from crisis response to prevention and support.

Parish Partnerships

Parish Partnerships are a significant feature in the Anglicare Victoria landscape, and there is an extensive range of services and activities across the five Anglican Dioceses of Victoria that come under the Parish Partnership umbrella, providing emergency relief and material aid, homelessness support, youth engagement, the Anglican Criminal Justice Ministry and other community programs and activities. The support for the community provided through these Partnerships reflects our shared mission. Working together, the Anglican community and Anglicare Victoria support and strengthen the communities we work in.





JOIN US ON OUR JOURNEY

The work of Anglicare Victoria is supported by people and Parishes across the state who are committed to making a difference.

Join us and help us transform the lives of Victoria's vulnerable children, young people and families.

- Donate online at anglicarevic.org.au or call 1800 809 722.
- Become a carer and provide a stable, loving home for children unable to live with their birth families.
- Volunteer in a range of locations and roles across Victoria. Visit our website to see what's available.
- Join our team to work in one of Victoria's leading agencies supporting children and families. Career opportunities are advertised on our website.
- Keep in touch via Twitter, Facebook and YouTube.



**BETTER
TOMORROWS**

**OUR FOCUS IS ON
TRANSFORMING THE
FUTURES OF CHILDREN,
YOUNG PEOPLE AND
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