



MALLEE FAMILY CARE

towards stronger more caring communities

## Past, Present, Future

Victoria enjoys a rich and fascinating history in relation to its services to children and families and the way in which these services have been developed by caring and concerned communities.

It is a history linked to the discoveries of gold in the 19<sup>th</sup> century and the mass migrations which saw the population of Victoria double in a period of just ten years.

This inbound migration brought with it a raft of social challenges and consequent difficulties for children who were frequently neglected and no doubt vulnerable to the fickleness of the gold rush and the variable fortunes of those responsible for their immediate care.

It is a result of this history that the vast bulk of services provided to children and families in Victoria continues to be delivered by community agencies and a succession of governments which have recognised the benefits of community ownership of our state's child and family welfare services.

One of these agencies can claim to be the oldest in Victoria having commenced in 1851, coinciding with the establishment of Victoria as a colony.

The subsequent years saw changes of name, changing approaches to the needs of vulnerable children and ultimately, a belief in the need to address the needs of regional communities.

Thus saw the commencement of Mallee Family Care, established in 1979 and charged with the challenge of assisting vulnerable families in North West Victoria and South West New South Wales.

In less than 30 years, this organisation has established itself as a well regarded provider of services in family support, community law, mental health, care for the disabled, relationship counselling and community development.

Our strategic plan for 2006 – 2009 seeks to reaffirm our agency's vision and mission and those activities which will hopefully ensure that our endeavours reflect the aspirations of our forebears and the hopes of those who support and direct our work.

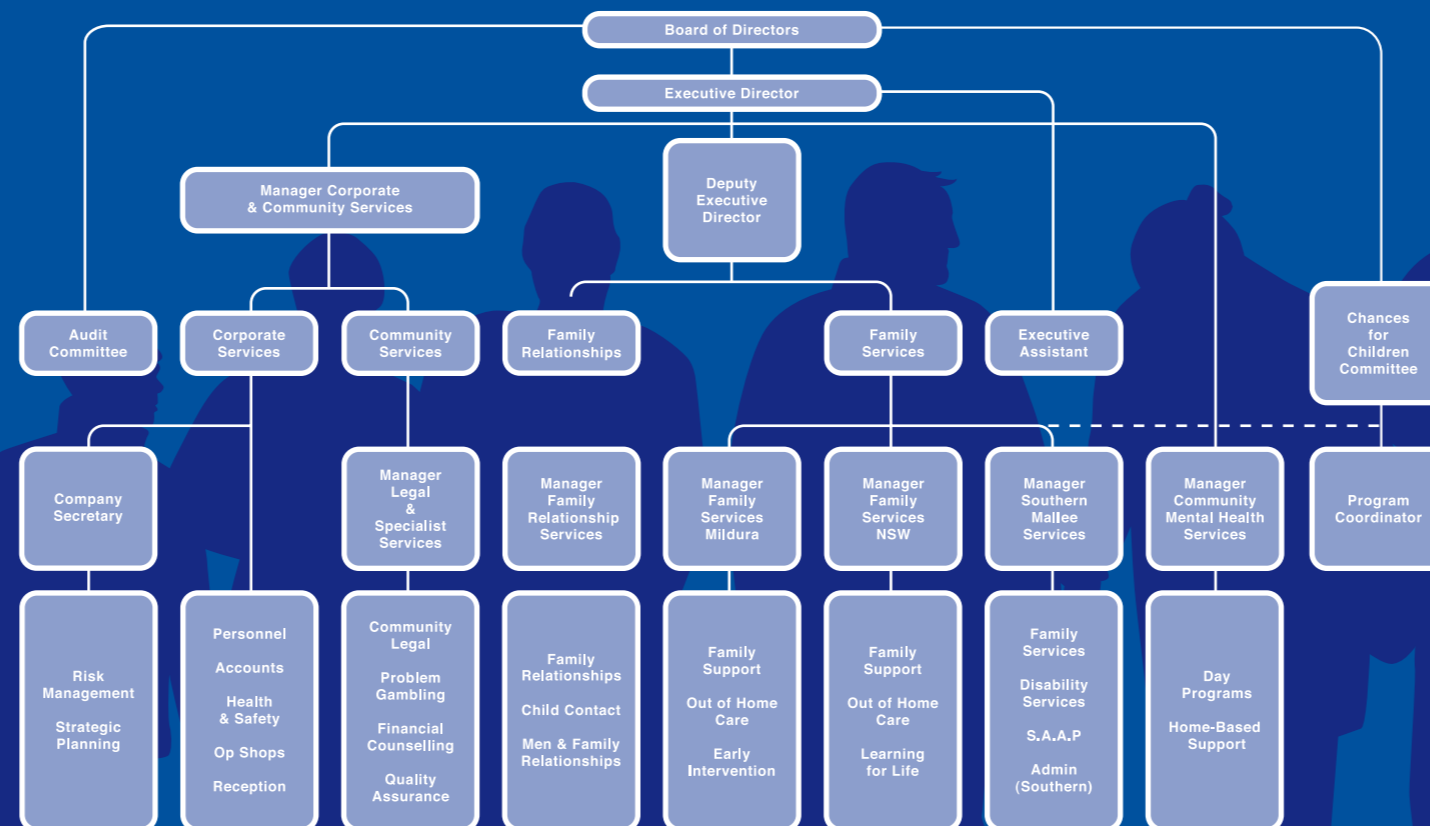
Anne Mansell  
President.



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## Our Organisation



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P.O. Box 1870, Mildura Victoria 3502

P: (03) 5023 5966 F: (03) 5022 1065

[www.malleefamilycare.com.au](http://www.malleefamilycare.com.au)

ABN: 32 085 588 656



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# Strategic Plan 2006 - 2009

### Our Vision

...towards stronger more caring communities.

### Our Mission

...promote excellence in the delivery of services, research and advocacy that enrich lives & increase opportunities for individuals, families and communities.

### Our Values

Communities are enriched by:  
**Passion:**  
A passion for excellence in service delivery and good governance.  
**Participation:**  
Community ownership, local relevance and volunteering.  
**Partnerships:**  
Government, business and community groups working to build social capacity.

# Strategic Plan 2006 - 2009

<p>Our Community</p>	<p>1.0 To ensure that the priorities of MFC are guided by the hopes and aspirations of the communities served.</p>	<p>1.1 Community needs and aspirations will be recognised and identified.</p> <p>1.2 Priorities will be relevant to the needs and aspirations of the communities served.</p> <p>1.3 The work of MFC is consistent with the needs and aspirations of the communities served.</p> <p>1.4 New and existing services are developed in line with community needs and aspirations.</p>	<p>1.1.1 Assess and analyse community needs. 1.1.2 Actively seek the views of staff, clients and volunteers. 1.1.3 Review programs in concert with their ability to meet community needs. 1.1.4 Pro-actively seek input from sectional interests and marginal groups.</p> <p>1.2.1 Encourage measures to positively engage the communities served. 1.2.2 Monitor and validate community needs through the analysis of social indicators. 1.2.3 A routine commitment to program evaluation.</p> <p>1.3.1 Regular consultation with clients, stakeholders and the communities served. 1.3.2 Periodic comparisons with social indicators and demographic data. 1.3.3 Evaluation of complaints and client feedback. 1.3.4 Promotion of feedback through web-sites and suggestion boxes. 1.3.5 Consideration of issues identified in exit interviews.</p> <p>1.4.1 Identification of research-based support for new programs. 1.4.2 Community and stakeholder consultations in relation to program planning. 1.4.3 Active promotion of staff involvement in relevant community forums. 1.4.4 Analysis of community interest and support for new ventures.</p>
<p>Our Agency</p>	<p>2.0 To achieve the highest standards of governance and professional practice and properly account to our stakeholders.</p>	<p>2.1 Annual financial results will evidence MFC's future viability.</p> <p>2.2 Physical resources are developed to meet specific program needs and are maintained in excellent condition.</p> <p>2.3 Risk is effectively managed across all sections of the organisation.</p> <p>2.4 Community awareness of MFC is high.</p> <p>2.5 All facets of MFC's activities are quality assured.</p> <p>2.6 MFC is recognised as a provider of quality services in all communities served.</p>	<p>2.1.1 Positive financial performance to budget and capital growth. 2.1.2 Timely, periodic reports to Managers, Board members and the Audit Committee. 2.1.3 Periodic analysis of budget provisions in keeping with program priorities. 2.1.4 Evidence of on-going community support.</p> <p>2.2.1 Systematic audit of physical resources. 2.2.2 Measures to monitor, report and rectify needs for maintenance and/or replacement of facilities and equipment. 2.2.3 Review of workplace issues and Occupational Health and Safety requirements.</p> <p>2.3.1 Development of risk management criteria for all programs. 2.3.2 Compliance with Occupational Health and Safety requirements. 2.3.3 Compliance with standards prescribed in Service Agreements and International Accounting Standards. 2.3.4 Determination of standards for recruitment, orientation and retention of staff, volunteers and board members.</p> <p>2.4.1 Visible involvement in community life. 2.4.2 Staff participation in community activities and local leadership. 2.4.3 Utilisation of signage, uniforms and literature. 2.4.4 High levels of public exposure through media and research. 2.4.5 Active endeavours to build corporate/community partnerships. 2.4.6 Good use of promotional packages and publications.</p> <p>2.5.1 Compliance with the quality assurance expectations of funders and stakeholders. 2.5.2 Compliance with MFC's Risk Management Framework. 2.5.3 Rigorous use of audit procedures and the agency's Audit Committee. 2.5.4 Monthly reference of risk management concerns to the Board of MFC 2.5.5 Compliance with all reporting time-lines.</p> <p>2.6.1 Adherence to Quality Assurance requirements. 2.6.2 Recognition of examples of quality achievements and quality initiatives. 2.6.3 Staff training dedicated to continuous improvement in quality management. 2.6.4 Regular use of client satisfaction surveys. 2.6.5 Use of feedback mechanisms including ..... climate surveys, peer reviews, client complaints, audit reports and relevant media.</p>
<p>Our Agency</p>	<p>2.7 MFC has clear ethical standards and best practice values</p> <p>2.8 MFC clients have scope for input into the organisation's performance.</p> <p>2.9 MFC is accountable to its supporters.</p> <p>2.10 MFC's Board of Management has skills that represent the needs and goals of the organisation.</p> <p>2.11 Board decisions are informed by knowledge of the organisation and legislative requirements.</p> <p>2.12 MFC communicates effectively.</p>	<p>2.7.1 Identification of agency values. 2.7.2 Specification of agency values in vision, mission, and organisational publicity. 2.7.3 Measures to ensure that agency services are inclusive, empowering and proactive in advocating the interests of clients.</p> <p>2.7.4 Regular engagement with other agencies. 2.7.5 Equity of access including transport and interpretation services. 2.7.6 Commitment to best practice.</p> <p>2.8.1 Active solicitation of client feedback. 2.8.2 Provision for annual/periodic review of programs. 2.8.3 Client awareness of process for lodging complaints.</p> <p>2.9.1 Commitment to Quality Assurance. 2.9.2 Active promotion of professional development. 2.9.3 Recognition of best practice and individual efforts.</p> <p>2.10.1 Endeavours to ensure that the communities served are represented in the membership of the Board. 2.10.2 A broad and relevant mix of board skills and experience. 2.10.3 Opportunities for Board member orientation and training.</p> <p>2.11.1 Provision of information to ensure that Board decisions are well informed. 2.11.2 Development of suitable strategies including ..... Board Reports, Board Training and opportunities to visit and interact with staff.</p> <p>2.12.1 Development of the Intranet. 2.12.2 Orientation procedures 2.12.3 Training in public relations and use of the media. 2.12.4 Active promotion of computer skills. 2.12.5 High level development of reporting skills.</p>	<p>2.7.1 Identification of agency values. 2.7.2 Specification of agency values in vision, mission, and organisational publicity. 2.7.3 Measures to ensure that agency services are inclusive, empowering and proactive in advocating the interests of clients.</p> <p>2.7.4 Regular engagement with other agencies. 2.7.5 Equity of access including transport and interpretation services. 2.7.6 Commitment to best practice.</p> <p>2.8.1 Active solicitation of client feedback. 2.8.2 Provision for annual/periodic review of programs. 2.8.3 Client awareness of process for lodging complaints.</p> <p>2.9.1 Commitment to Quality Assurance. 2.9.2 Active promotion of professional development. 2.9.3 Recognition of best practice and individual efforts.</p> <p>2.10.1 Endeavours to ensure that the communities served are represented in the membership of the Board. 2.10.2 A broad and relevant mix of board skills and experience. 2.10.3 Opportunities for Board member orientation and training.</p> <p>2.11.1 Provision of information to ensure that Board decisions are well informed. 2.11.2 Development of suitable strategies including ..... Board Reports, Board Training and opportunities to visit and interact with staff.</p> <p>2.12.1 Development of the Intranet. 2.12.2 Orientation procedures 2.12.3 Training in public relations and use of the media. 2.12.4 Active promotion of computer skills. 2.12.5 High level development of reporting skills.</p>
<p>Our People</p>	<p>3.0 To value and nurture the Board, Staff and Volunteers.</p> <p>3.1 MFC delivers best practice through professional development and continuous quality improvement.</p> <p>3.2 Quality staff are recruited, trained and professionally developed.</p> <p>3.3 Board, staff and volunteers are valued and informed in order that all work in partnership for the best possible outcomes for the communities served.</p> <p>3.4 The behaviour of staff, Board and volunteers reflect the values of MFC</p> <p>3.5 MFC will have a culture of appreciation, respect and recognition of excellence.</p>	<p>3.1 MFC delivers best practice through professional development and continuous quality improvement.</p> <p>3.2 Quality staff are recruited, trained and professionally developed.</p> <p>3.3 Board, staff and volunteers are valued and informed in order that all work in partnership for the best possible outcomes for the communities served.</p> <p>3.4 The behaviour of staff, Board and volunteers reflect the values of MFC</p> <p>3.5 MFC will have a culture of appreciation, respect and recognition of excellence.</p>	<p>3.1.1 Provision of professional development opportunities for all staff. 3.1.2 Promotion of an active learning environment. 3.1.3 Provision of resources needed for active learning and professional development. 3.1.4 Utilisation of opportunities to showcase best practice.</p> <p>3.2.1 Incentives to recruitment ..... relocation assistance, mentor support, professional development, clinical supervision.</p> <p>3.3.1 Recognition given to the contributions of staff and volunteers. 3.3.2 Promotion of staff/volunteer achievements through media and publications. 3.3.3 Acknowledgement of staff competencies.</p> <p>3.4.1 Broad promotion of agency values. 3.4.2 Articulation of values in position descriptions, job offers and orientation. 3.4.3 Use of recruitment strategies including psychological and reference checks. 3.4.4 Utilisation of performance reviews and supervision. 3.4.5 Measures to identify non-compliance.</p> <p>3.5.1 Team building days 3.5.2 Whole of agency training days. 3.5.3 Regular supervision for staff and volunteers 3.5.4 Increased attention to staff/volunteers/board orientation.</p>
<p>Our Practice</p>	<p>4.0 To develop stronger more caring communities through leadership, research and innovation.</p> <p>4.1 Community development will underpin all aspects of the work of MFC.</p> <p>4.2 The work of MFC will strengthen the capacities and prospects of the communities served.</p> <p>4.3 MFC will be a powerful agent for positive change.</p>	<p>4.1 Community development will underpin all aspects of the work of MFC.</p> <p>4.2 The work of MFC will strengthen the capacities and prospects of the communities served.</p> <p>4.3 MFC will be a powerful agent for positive change.</p>	<p>4.1.1 Incorporation of a community development focus in all aspects of program development 4.1.2 Training for staff in community development. 4.1.3 Promotion of a community development culture through an understanding/appreciation of the heritage and values of community-based organisations.</p> <p>4.2.1 A commitment to sharing information and resources. 4.2.2 Pro-active leadership in advocacy and community development. 4.2.3 The work of MFC will evidence the agency's commitment to client dignity, self determination and the positive avoidance of unnecessary dependence.</p> <p>4.3.1 To actively lobby on behalf of the communities served. 4.3.2 Ensure that new initiatives are backed by research and analysis consistent with the goals of MFC. 4.3.3 To evidence leadership on the part of the Board and management in support of the communities served. 4.3.4 Ensure that MFC goals are backed by agency data. 4.3.5 A clear commitment to "follow through".</p>