



the family centre

STRATEGIC PLAN

2021–2028



TWEED HEADS • SOUTH TWEED HEADS • MURWILLUMBAH • BYRON BAY • BALLINA

[www.thefamilycentre.org.au](http://www.thefamilycentre.org.au)

# MAKING CHANGE ACHIEVABLE

Life and relationships can get difficult for all of us at times. The Family Centre's services are for children, young people, and families, and anyone in a family relationship.

We encourage and inspire people to make the changes they want for themselves, their family and their community.

During difficult times, we can assist with accurate information and referral to the services people may need. Help to set goals and make plans to achieve them, develop life and relationship skills and the knowledge needed to resolve individual, family and community concerns. No matter how big or small problems may be, anyone can talk with us.

We work together with our community to design activities that enhance parenting skills, improve relationships, and increase safety, wellbeing and personal effectiveness.

Our activities also increase and strengthen family and community connections.

We're a diverse and inclusive organisation driven by our values and practice principles that focus on building individual and community capability to develop solutions to social problems. Everyone has the ability to make a positive contribution to their community.

In genuine partnership with community members and groups, non-government organisations, government agencies and businesses, we make a real difference and our actions lead to progressive, measurable and sustainable social change.

The Family Centre is a local social purpose, community owned organisation established in 1988 based on the North Coast of NSW.

## OUR VALUES

### SOCIAL JUSTICE

Working for a just and equitable society  
Promoting participation, contribution & belonging  
Acknowledging human dignity & rights

### RESPECT

Responding without judgement  
Embracing diversity  
Acknowledging strengths & capabilities

### INTEGRITY

Maintaining relationships based on trust  
Taking responsibility for our actions  
Honesty & genuineness

### LEARNING

Creating opportunities for reflection & leadership  
Exploring ways to improve  
Being resourceful

### COLLABORATION

Co-designing solutions  
Commitment to working together  
Creating change through strong relationships

### CREATIVITY

Working in flexible & diverse ways  
Making a difference differently  
Adapt and thrive

## PRACTICE PRINCIPLES

Focus on the wellbeing of children & young people  
Ecological approach  
Evidence and experience  
Relationships  
Participation and contribution  
Collective Impact  
Strengths and solutions  
Reflection



## WHAT WE ALL WANT FOR OUR COMMUNITY

CHILDREN ARE HAPPY AND SAFE

YOUNG PEOPLE ARE CAPABLE AND RESILIENT

RELATIONSHIPS ARE CARING AND RESPECTFUL

OUR COMMUNITY IS STRONG AND VIBRANT



## PROGRAM PERFORMANCE

All of our programs are designed to work together with participants to make the changes they want in their life circumstances in one or more the following areas:

- **SAFETY**
- **FAMILY RELATIONSHIPS**
- **HEALTH AND WELLBEING**
- **COMMUNITY CONNECTIONS AND CULTURE**
- **EDUCATION AND SKILLS**
- **ECONOMIC WELLBEING**
- **HOUSING**
- **CONTRIBUTION TO COMMUNITY**

To make these changes we work together with participants and community to set and achieve goals related to life circumstances in the following areas:

- **KNOWLEDGE**
- **SKILLS**
- **BEHAVIOUR (ACTIONS)**
- **CHOICE, CONTROL AND CONFIDENCE TO MAKE OWN DECISIONS**
- **CONNECTION WITH COMMUNITY SUPPORTS INCLUDING RELEVANT SERVICES (INCLUDING DURING DIFFICULT TIMES)**
- **BUILDING COMMUNITY CAPACITY**

# POPULATION RESULTS FOR OUR COMMUNITY

Population results are the quality of life conditions we want for our community. Indicators are how we measure these conditions and know if things are improving in our community. Headline indicators are the most important of these measurements.

## RESULT 1

### CHILDREN ARE HAPPY AND SAFE

Our homes and communities are safe and nurturing places where children can learn and grow. They feel securely connected to family, community and culture, and have opportunities to explore and create.

#### INDICATORS:

*CHILD PROTECTION (ROSH – RISK OF SIGNIFICANT HARM) REPORTS*

*CHILDREN AND YOUNG PEOPLE ENTERING OUT OF HOME CARE*

*VULNERABLE CHILDREN AND CHILDREN AFFECTED BY MENTAL ILLNESS*

*CHILDREN LIVING IN POVERTY*

*CHILDREN VULNERABLE ON TWO OR MORE DOMAINS OF THE AUSTRALIAN EARLY DEVELOPMENT CENSUS*

## RESULT 2

### YOUNG PEOPLE ARE CAPABLE AND RESILIENT

Our community understands young people and supports them to make informed decisions as they transition to independence. They have hope for the future and opportunities to make positive contributions to their community.

#### INDICATORS:

*YOUNG PEOPLE AFFECTED BY MENTAL ILLNESS (CHILD OR PARENT) DATA*

*YOUNG PEOPLE WHO ARE UNEMPLOYED*

*HOMELESS RATES FOR YOUNG PEOPLE*

*YOUNG PEOPLE'S ENGAGEMENT IN WORK/STUDY*

*RATE OF POPULATION COMPLETED YEAR 12*

## RESULT 3

### RELATIONSHIPS ARE CARING AND RESPECTFUL

Our community is aware of the importance and value of our relationships. We have the skills and knowledge to create and sustain healthy relationships.

#### INDICATORS:

*A REDUCTION IN RATES OF DOMESTIC AND FAMILY VIOLENCE*

## RESULT 4

### OUR COMMUNITY IS STRONG AND VIBRANT

We work together to actively contribute to the vitality and wellbeing of our community. We create connection and belonging for all.

#### INDICATORS:

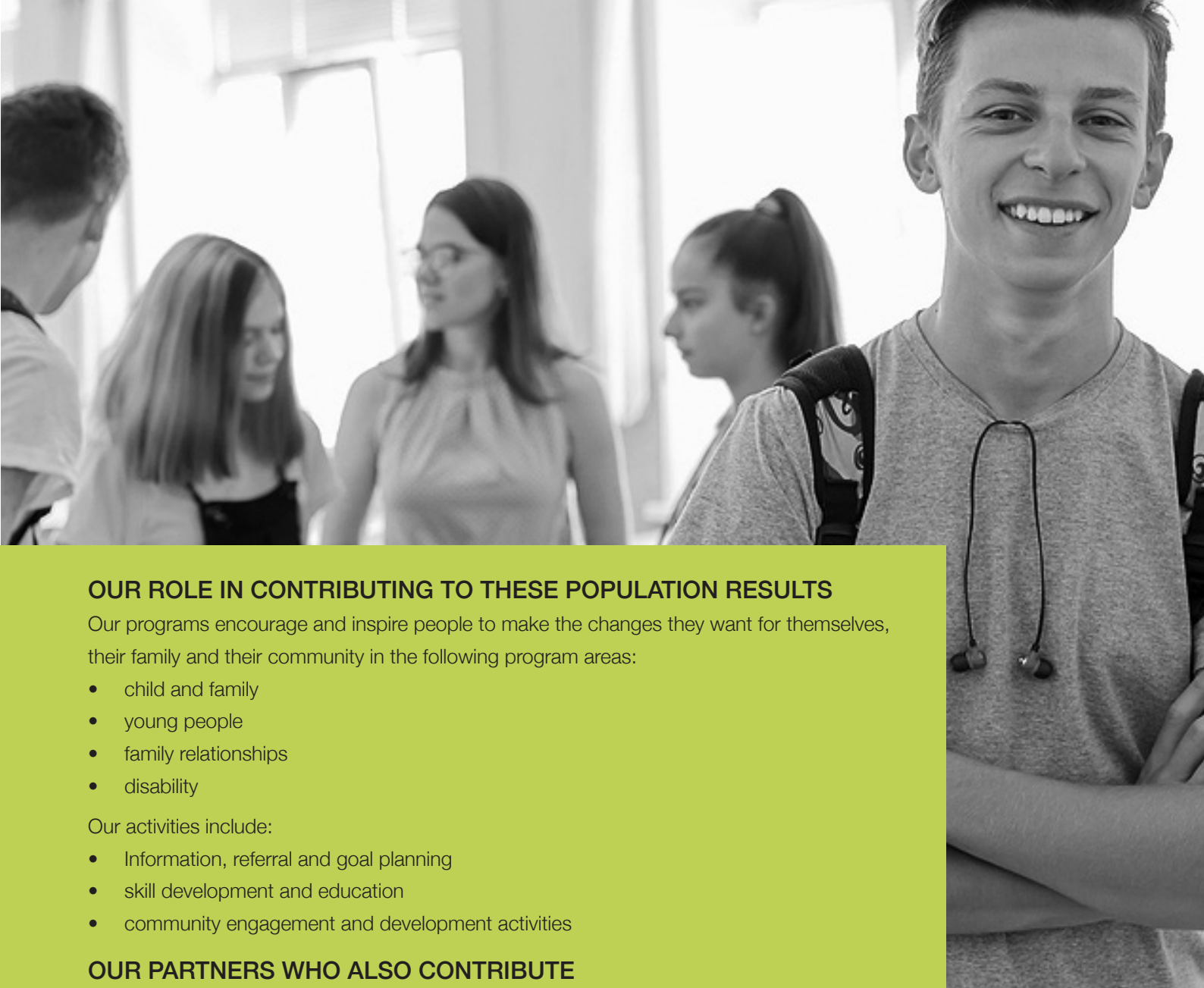
*RATE OF LOW INCOME HOUSEHOLD IN RENTAL STRESS*

*PROPORTION OF LOW INCOME HOUSEHOLDS*

*PROPORTION OF PEOPLE WHO NEED ASSISTANCE WITH A CORE ACTIVITY (DISABILITY)*

*UNEMPLOYMENT RATE*

*RATE OF PARTICIPATION IN VOLUNTARY WORK*



## OUR ROLE IN CONTRIBUTING TO THESE POPULATION RESULTS

Our programs encourage and inspire people to make the changes they want for themselves, their family and their community in the following program areas:

- child and family
- young people
- family relationships
- disability

Our activities include:

- Information, referral and goal planning
- skill development and education
- community engagement and development activities

## OUR PARTNERS WHO ALSO CONTRIBUTE

- Funding partners
- Human service partners
- Schools
- Philanthropic and corporate supporters
- Business community
- Community groups

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# ORGANISATIONAL PERFORMANCE

Performance accountability is about how well The Family Centre implements our strategic directions and delivers the programs for which we are responsible. Performance measures are used to report “how much did we do?”, “how well did we do it?” and “is anyone better off?” The most important of these are the measures.

## 1. RELATIONSHIPS

Our relationships are inclusive, respectful and create shared value, improve participant outcomes and increase social impact

- We actively seek to collaborate with community members, groups and the business community
- We use our resources to create opportunities for communities to learn and use community development approaches and leadership skills to improve quality of life conditions
- We increase the multidirectional connections of our community via relevant communication channels and platforms
- We use our communication channels to deliver and promote community education and advocacy campaigns
- Our Reconciliation Action Plan guides our collaboration with the local Aboriginal and Torres Strait Islander community

### MEASURES

- \$ Value of community contributions
- % Business partners who report they would recommend our services
- \$ Value and # hours of volunteer contribution
- # Community collaboration projects where TFC provides support and resources
- # Collaborations with community (including participants) to co-design and/or deliver programs
- # Communication channels that connect community members
- # Community education advocacy campaigns
- % RAP goals achieved

## 2. PERFORMANCE AND QUALITY

We have an integrated approach to deliver high quality outcome focused, evidence informed services and continually evaluate and improve our culture, practices, systems and infrastructure.

- Our organisational culture is a key driver of our performance
- Our quality framework uses evidence-based methods and data to design actions that ensure quality and continuous improvement
- The way we work is based on our practice framework and facilitates program outcomes
- We meet and exceed industry standards relevant to our services
- Our strategic workforce planning optimises diversity in our organisation to reflect the community we work with

### MEASURES

- % staff report our organisational culture facilitates their ability to improve community outcomes
- % practice reflection meetings that review program practice against practice framework
- % complete of each standard listed in our Quality Plan
- # of employee demographic measures that reflect our community and sector (eg age, disability, Aboriginal, LGBTQ+)



### 3. LEARNING

We are a learning organisation taking a systems approach to problem solving, experimentation, learning from our experience and the experiences of others, and transferring knowledge efficiently to develop new understanding and insights.

- Our learning framework aligns the ongoing professional development of staff with our strategic directions
- We learn through experience and reflection, and look for opportunities to embed learning in our work
- We embrace technology and build the digital capability of staff and volunteers
- Our organisation leads the way in community development approaches including collective impact, co-design and assets-based community development
- We work with our community to design and deliver strategies to address specific issues including suicide prevention, youth mental health, disability

#### MEASURES


- % staff and volunteers completed mandatory training
- # and % of planned practice reflection meetings held
- % staff who participate in skillshare sessions
- # action learning projects undertaken
- % staff who report feeling confident and capable in using CORIS
- % staff who report feeling confident and capable in using our quality platform
- % staff trained in community development approaches
- # community members trained in community development approaches
- # leadership and community development projects commenced
- # and % relevant staff trained in each strategy area

### 4. INNOVATION

We are innovative and actively seek opportunities for creative change and social impact in all aspects of our work.

- We explore new opportunities and develop social enterprises that meet community and community sector needs
- We develop innovative approaches with the business community to create shared value
- We leverage technology to improve participant and community access and connection
- We collaborate with universities and other partners to research and develop evidence for innovative approaches
- We have dynamic processes to encourage and support innovation both within existing programs and for new projects

#### MEASURES

- # new social enterprise projects
  - # and % of businesses actively involved in our network to benefit our participants and community
  - # participants utilising our web platform to access our services and resources
  - # groups established on TFC managed social networking platforms
  - # collaborations with research partners
  - # and % of relevant staff trained in design-thinking approaches to support innovation and creative problem solving
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# OUR SERVICES

## CHILDREN AND FAMILY

**CHILD AND FAMILY SERVICES** provide support, information and education for families. The primary focus of Child and Family Services is to strengthen family relationships and increase the safety and wellbeing of children.

**FAMILY CENTRE PLAYGROUPS** provide opportunities for parents and children to play, interact and develop social skills, while parents meet and exchange ideas about child rearing and develop supportive relationships.

**EARLY YEARS NETWORK** is a community development project for the Murwillumbah region aimed at supporting early childhood initiatives that improve the health and wellbeing of families with children aged 0–8yrs.

**REALSKILLS PRIMARY SCHOOLS** works with students, teachers and parents to improve the resilience and safety of children and improve relationship skills within school communities.

## YOUNG PEOPLE AND FAMILY

**YOUTH AND FAMILY SERVICES** assist young people and families to strengthen their relationships, and encourages greater community participation and connection. Young people and families identify their strengths and goals and develop plans to create positive changes.

**CONNECTING HOME** provides early intervention and transitional accommodation services for young people who are homeless or at risk of homelessness.

**REALSKILLS HIGH SCHOOLS** works with students, teachers and parents to improve relationship skills within school communities, increase the resilience and safety of young people, and create links between school communities, health and community services providers.

**YOUTH AND MENTAL HEALTH** services focuses on supporting young people with mental health concerns. We assist young people and their families to identify and address emerging and existing mental health concerns.

## RELATIONSHIPS EDUCATION

**RELATIONSHIP CONSULTATION** work alongside individuals to assist in managing relationship issues with partners, ex-partners and children. Consultations support participants to enhance their relationships through learning more about themselves and the needs of their partners and families.

**RELATIONSHIP SKILLS COURSES** assist men and women to better understand relationship challenges and develop skills that promote positive relationships and general wellbeing.

**MALE DOMESTIC & FAMILY VIOLENCE VICTIMS SERVICES** receive referrals from police, through Safer Pathways, following incidents of domestic and family violence. It assesses risk, provides safety assessments and planning, and coordinates

## DISABILITY

**PLAN MANAGEMENT** supports you to effectively manage your NDIS plan. It assists by liaising with providers, managing budgets and paying invoices on your behalf. Plan managers work to determine the best approach to maximising the benefits of your NDIS plan.

**SUPPORT COORDINATION** assists you to build the skills you need to understand, implement and use your plan. A support coordinator will work with you to ensure a mix of supports are used to increase your capacity to maintain relationships, manage service delivery tasks, live more independently and be included in your community.

## COMMUNITY DEVELOPMENT

**COMMUNITY DEVELOPMENT** supports and resources citizen led initiatives to improve quality of life conditions in local communities, using co-design and collective impact approaches.

**THE TWEED BYRON SUICIDE PREVENTION STRATEGY** is focused on reducing the rate of suicide by strengthening community capacity to effectively understand, recognise and respond.