

STRATEGIC PLAN 2017 – 2020

2020
VISION

A MESSAGE FROM OUR CHAIR AND THE CEO



Jason McDonald
Board Chair
Concern Australia



Michelle Crawford
Chief Executive Officer
Concern Australia

Concern Australia has been built on a mighty legacy and we look to the future with confidence, knowing that He who began a good work will be faithful to complete it.

2020VISION, our four year Strategic Plan, builds on strong foundations dating back to 1972 when Rev. Dr. John Smith responded in a non-traditional way to the alienated, the poor and the marginalised in our society.

Down the years we have benefited from a close working relationship with God's Squad CMC which was also founded by John around this time. This partnership has been invaluable and today, we honour this past and rich heritage.

As Proverbs 29:18 says "where there is no vision the people perish" and we look to the future with strong resolve to ensure that we are known for an unwavering commitment to young people and children each year through the programs and services we run.

Our Values – Faith, Integrity, Respect and Belonging are key to guiding the work of our Board, Staff and Volunteers. These are markers of how we want to experience the workplace, and our desire for how others will perceive us.

Our Goals provide a frame for our work over the next four years against which all areas of our organisation will be held accountable. These goals will be the basis upon which we will grow.

We will be -

- People-centred
- A Leader
- A Partner
- A Steward

We have a bold dream for the future, and we know that this, combined with action, can be transformative. As Futurist Joel A Barker says "Vision without action is just a dream. Action without vision just passes the time. Vision with action can change the world".

Through our actions, and that of those with whom we partner, we have bold vision, and we are committed to realising -

"An Australia where vulnerable young people and children have HOPE for a successful and positive life".

ABOUT US

VISION

An Australia where vulnerable young people and children have HOPE for a successful and positive life.

MISSION

Concern Australia works in partnership with young people and children, creating opportunities for them to enjoy full and meaningful lives.

VALUES

Faith
Integrity
Respect
Belonging

OUR PROGRAMS



VALUES FOR LIFE

Is an incursion program for primary and secondary schools throughout Australia. It provides seminars and resources that are engaging, fun and educational on topics including bullying, cyber-safety, resilience, leadership, drug education and more.



INSIDE OUT

Provides accommodation and support to young people aged 16-19 in the child protection and youth justice system. The program aims to assist in the transition towards independent living.



STEPS OUTREACH SERVICE

Outreach offered to young people experiencing homelessness, at the steps of Flinders St Station at night time. The service also provides follow up relational and practical support during the day time.



LEARNING ALLIANCE

A registered training organisation (RTO) that provides Certificate II in Automotive Training.



HAND BRAKE TURN

Provides automotive work skills training and opportunities to develop life skills.



CHAPLAINCY

Offers pastoral care and counselling to young men aged 17 to 21 in the Malmsbury Youth Justice Centre.



LIVEWIRES

A community development program providing early intervention, educational and support programs for primary aged children living in and around the Collingwood Public Housing Estate.

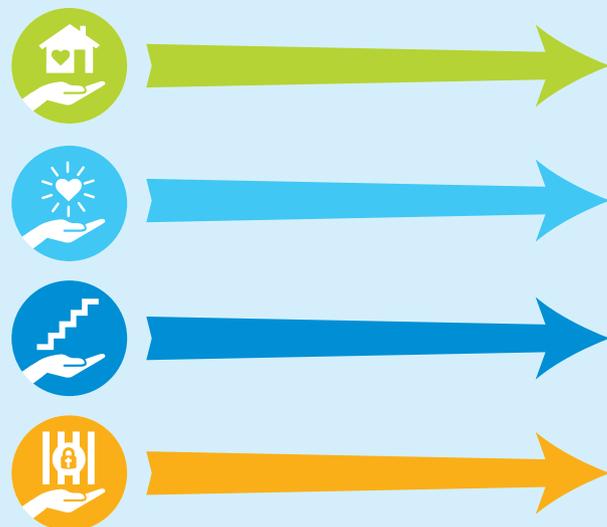


HAND IN HAND

Connects and engages with young people and their families, in Fitzroy and Collingwood Estates, to create spaces of belonging where reconciliation can occur within and with individuals, families and communities.

WHAT WE DO

LIFESTAGE	PRIMARY SCHOOL Children & Their Parents	SECONDARY SCHOOL Young People & Their Parents	SENIOR SECONDARY SCHOOLS YEARS 9 - 12 Young People & Their Parents	UP TO 21 YEARS Young People & Their Parents
PROGRAMS	 		  	



CONNECTING

EACH YEAR WE CONNECT WITH 30,000
YOUNG PEOPLE THROUGH



EDUCATION



LIVEWIRES



VALUES FOR LIFE



LEARNING ALLIANCE



HAND BRAKE TURN



HOUSING & HOMELESSNESS



INSIDE OUT



STEPS



JUSTICE



CHAPLAINCY



HAND IN HAND



LEARNING ALLIANCE



HAND BRAKE TURN

GOALS

GOAL 1

People-centred
in all we do

GOAL 2

A Leader who responds
to the needs of young
people and children
aged 5 - 21 years

GOAL 3

A Partner to young people,
children and stakeholders,
ensuring our services are
innovative, effective
and impactful

GOAL 4

A Steward with quality
systems, resources and
efficient processes

GOAL

PEOPLE-CENTRED IN ALL WE DO

- **Our services are adaptive and respond to current needs**
- **The voices of young people and children will be heard in all we do**
- **We will build our cultural competence including the development of a Reconciliation Action Plan**
- **We will expand our work to meet emerging and locational needs**
- **We will apply the ‘Star Outcome’ and ‘Circle of Courage’ Frameworks across our organisation**
- **Our staff and volunteers will be provided with training and resources that equip them to meet the needs of young people and children**

GOAL

A LEADER WHO RESPONDS TO THE NEEDS OF YOUNG PEOPLE AND CHILDREN AGED 5 - 21 YEARS

- **We advocate for the rights and voices of young people and children to be heard**
- **We facilitate opportunities for young people and children**
- **We are known for quality service delivery under 3 key areas - Education; Housing & Homelessness; and Justice**
- **We regularly share the learnings of our practice and evaluation**

GOAL

A PARTNER TO YOUNG PEOPLE, CHILDREN AND STAKEHOLDERS, ENSURING OUR SERVICES ARE INNOVATIVE, EFFECTIVE AND IMPACTFUL

- **We enter into partnerships that benefit the lives of young people and children**
- **We collaborate with others to improve services**
- **We look for opportunities to create social enterprises for young people to develop skills and enable transition into education and employment**
- **We work with government, business, philanthropists and supporters toward improved futures for young people and children**

GOAL

A STEWARD WITH QUALITY SYSTEMS, RESOURCES AND EFFICIENT PROCESSES

- **Our supporters understand how their partnering is impacting the lives of young people and children**
- **All staff understand the role they play in quality service and improvement**
- **Our Board maintain a strong focus on governance and strategic guidance**
- **We will evaluate each program area annually, with a commitment to continuous improvement**
- **Concern Australia is an employer of choice and acceptance - we attract and retain quality people**
- **We have diversified income and revenue streams**



*Hope and Care for
Young People and Children*

Acknowledgements

This Strategic Plan has been developed by Concern Australia's dedicated team including Board, Staff, Volunteers and the Young People with whom we work. We would like to thank colleagues from the following organisations for their time, wisdom and insight which has also informed our deliberations.

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Berry Street
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Gatehouse
God's Squad CMC
Jesuit Social Services
Kids Under Cover
Kildonan
Ladder
Launch Housing
Life Without Barriers
Lighthouse Foundation
National Employment Services Association
OZ Child
REACH
St Martins
TEAR
Whitelion
WIRE
Victorian Council of Social Services (VCOSS)
YSAS

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Concern Australia Incorporates:

Concern Australia Welfare INC

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Concern Australia Ministry INC

ABN 12 060 206 671

Connect



Concern Australia acknowledges the traditional custodians of the land, and pays respect to their history, culture and Elders – past, present and future.