



**concern  
australia**

*Resilience and Inspiration*

**STRATEGIC PLAN  
2021~2023**

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## MESSAGE FROM BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

As the sun set on our 2020VISION Strategic Plan, the Concern Australia Board, executive and staff turned their attention to developing our new three-year Strategic Plan. This activity took place amidst all the challenges that 2020 brought our way via the COVID-19 global pandemic. Zoom became our friend, and we were able to set aside time to dream and envisage what our next chapter could look like.

Concern Australia has been built over 50 years on a founding belief that valuing and partnering with vulnerable and marginalised young people can lead to the realisation of potential by individuals as well as society. In continuing this legacy of our founder, the Rev. Dr John Smith, we reflect that our contribution and effectiveness over half a century has been a product of focus and passion regardless of our size.

Our hallmark is genuine focus on individuals and their journeys. We know the names of the young people who partner with us, we're not afraid of complex needs, and we don't give up. We are connected to young people's daily experiences, and nimbly respond to changing needs and opportunities. This could never be more important amidst the uncertainty and change that surround the launch of this Strategic Plan.

We continue to work together to achieve a fine balance between strong stewardship and a vision for greater impact, as we focus on resilience during continued periods of great uncertainty.

Your participation and support will be vital as we seek to realise the goals outlined in this new Strategic Plan and we invite you to consider what role you can play, as we know that an investment in a young life is an investment in their, and our, collective futures.

It is the resilience and inspiration we find in the young people we connect with that motivates us to do more.

As a Christian organisation, we know that “God-talk without God-acts is outrageous nonsense\* ...” and we are driven to continue to focus on action that includes a commitment to Reconciliation, inclusion, diversity and our role as organisational citizens to make a positive contribution to the lives of young people and the communities in which they live.

**Jon Ma**  
*Board Chair*

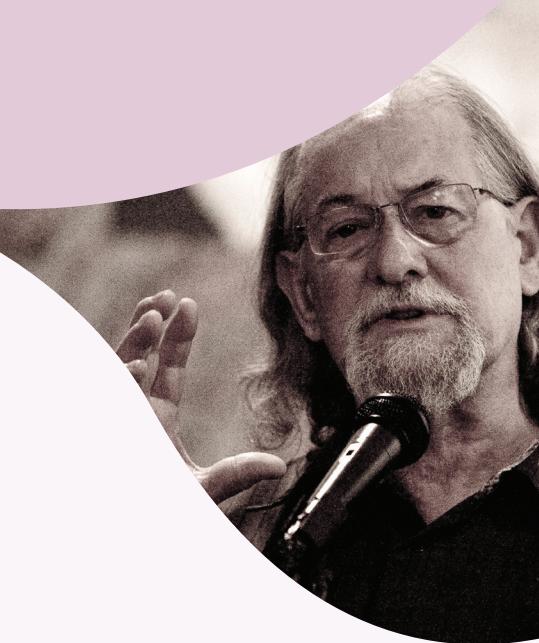


**Michelle Crawford**  
*Chief Executive Officer*



\* James 2:17 The Message

*“We know the names of the young people who partner with us, we’re not afraid of complex needs, and we don’t give up.”*



#### **Concern Australia Board**

(L-R Front row) Michelle Paterson, Priscilla Robinson, Stephanie Armstrong.  
(L-R Back row) Brendan Littlechild, Terrence Baxter, Nathan Linton, Jon Ma, Michelle Crawford, Jamie Munton.



#### **Concern Australia Executive Team**

(L-R) Andrea Greenwood, Georgette Wardan, Michelle Crawford, Geoff Manton.

**Rev. Dr John Smith** (Top right)

## **OUR VISION, MISSION & VALUES**

*Our Vision, Mission and Values articulate why we exist and who we are. They don't just describe us, they inspire us.*



### **OUR VISION**

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

### **OUR MISSION**

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

### **OUR VALUES**

*Faith, Integrity, Respect, Belonging.*



## GUIDING PRINCIPLES

*The choices we make, both for our long-term direction and our everyday actions, are shaped by our guiding principles.*

- 1 Faith-based:** Our work is guided by Christian values. We treat everyone with equal respect, inspired by the example of Jesus who broke through prejudices of gender, social status, race and religion.
- 2 Young person-centred:** We focus on individuals and their journeys – we listen to the young people who partner with us, we look to see potential, we celebrate achievements with them, and we support them on their path to a positive future. We are experienced in trauma-informed care and aren't afraid of complex circumstances and needs. Every young person is too valuable for us to give up on.
- 3 Flexible:** We innovate and adapt to meet young people's needs, drawing equally on our connection with young people and their communities, and an evidence-based approach.
- 4 Trusted partner:** We collaborate with others based on shared values and experiences to benefit the young people we work with. We seek out like-minded stakeholders including government, business, philanthropists and donors.
- 5 Steward:** We are custodians of our resources and the environment around us – our people, finances and surroundings are entrusted to us to benefit young people in effective and sustainable ways.

## **WHO WE WORK WITH**

*We are a partner to young people in two age cohorts, with our mindset and focus tailored to these life stages.*

### **Children aged 5-14 and their parents:**

Prevention focus – our work with this group recognises the potential for positive directions at this age to create a life-long difference.

### **Young people aged 15-25 and their parents:**

Intervention focus – we offer a range of services that support young people at risk or falling through the gaps, as they set a course for a positive future and transition into adulthood.

We collaborate and seek out partners who share our values to extend, fund and continually improve the ways we respond to young people's needs.

## **OUR SERVICES**

*Everything we do responds to the real-life needs and opportunities experienced by young people, in ways that draw on what we're best at. This has led us to keep innovating as we have adapted and grown over time, and our work today is expressed in three pillars:*



Living, Learning  
and Earning



Housing and  
Homelessness



Youth Justice

Under each of these pillars we operate programs and services – and as society evolves, we continually seek to improve their relevance, effectiveness and how they are experienced by young people who partner with us.

## STRATEGIC INITIATIVES

*Over the three years of this strategic plan, we are pursuing a set of initiatives that address emerging or increasing needs, that build on our strengths and allow us to maximise what we can offer to future generations of young people.*

- 1 Extend our support for young people as they establish independent lives up to age 25, in particular those transitioning from out-of-home care.
- 2 Increase our focus on employment-readiness alongside education.
- 3 Seek opportunities to grow our impact and contribution, and expand the availability of our services:
  - Extend the geographic accessibility of successful programs to areas where similar needs exist or are developing, enabled by partnering with others and introducing scalable models.
- 4 Where programs are successful through their appeal to a specific cohort (such as Hand Brake Turn), develop more broadly accessible opportunities that incorporate their successful attributes.
- Redesign program models that are currently limiting capacity to respond to need.
- 4 Diversify and extend funding and partnerships to allow us to continue setting our agenda by innovating and responding to emerging needs.

## WHAT WON'T CHANGE

As we implement our Strategic Plan 2021-2023, some things will stay the same. We continue to believe in hope and a future for young people who are vulnerable and at risk of being left behind. We continue to believe in the potential in all young people to live full and meaningful lives. And we continue to believe that, through living our values in our work with them, we can be a positive part of their journey.





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#### **Child Safety Commitment**

Concern Australia is committed to providing child safe and protected environments in all its activities and programs and has a zero tolerance approach to child abuse or exploitation. Contact and working with children is a critical responsibility. Children have the right to be safe and protected. For further details around our commitment, please refer to our policies at [concernaustralia.org.au](http://concernaustralia.org.au)



*Concern Australia acknowledges the traditional custodians of the lands on which we work, and pays respect to their history, culture and Elders – past, present and future.*

#### **Contact**

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e [info@concernaustralia.org.au](mailto:info@concernaustralia.org.au)  
t 03 9470 2972

#### **Locations**

North West location:  
8 Scotland St, Braybrook 3019  
South East location:  
27 Station St, Dandenong 3175

#### **Postal**

PO Box 1040, Robinson 3019

#### **Concern Australia Incorporates**

Concern Australia Welfare Inc  
ABN 62 648 170 797  
Concern Australia Ministry Inc  
ABN 12 060 206 671

#### **Connect**

