



Mallee Family Care Strategic Plan 2022-2025



We acknowledge the Traditional Owners of the lands on which we work and live. We pay our respects to Elders past, present and emerging, and acknowledge Aboriginal and Torres Strait Islanders as the first people. They have never ceded sovereignty, and remain strong in their enduring connection to land, water and culture.

Caring for local people since 1979, Mallee Family Care promotes strong, connected and inclusive communities by embedding diversity and equity practices at the centre of everything we do.



Contents

- Our Story 1
- A Message from the Chair..... 2
- A Message from the Chief Executive Officer..... 3
- Our Vision 4
- Our Purpose..... 4
- Our Commitment 7
- Our Reputation..... 7
- Our Strategic Priorities..... 8
- Our Strategic Enablers 8
- Priorities into Action..... 10
- Closing Statement..... 14







Our Story

Continued investment in our people and in place-based support services, is fundamentally critical to the future of our region.

Mallee Family Care is a not-for-profit Organisation that has been supporting the communities of northwest Victoria and far west New South Wales since 1979. With federal, state and philanthropic funding, the Organisation employs almost 300 staff to deliver in excess of 60 programs and services, with a commitment to achieving the best outcomes for vulnerable children, individuals, and families, who are facing disadvantage.

Mallee Family Care is a registered National Disability Insurance Scheme provider and offers a suite of child and family support programs, foster care, community mental health services, financial counselling, legal assistance and early years support.

We believe it is important to support government policy that works to reduce barriers and expand choice and potential for all members of the community and as such, Mallee Family Care is a regional leader in advocacy, consultation and research. We know strong communities are those in which the disadvantaged are supported and where opportunities are available to everyone. We are working hard to make this the reality for the Mallee region.

A Message from the Chair



On behalf of the Mallee Family Care board I am pleased to be able to present the Organisation's Strategic Plan 2022 which outlines our agenda for the future. As the leading social services provider in the Mallee, we believe supported by this Plan, we are well positioned to continue to advocate for community, drive reform and deliver evidence-based services that meet the needs of those facing hardship and vulnerability. Our Strategic Plan represents the culmination of considerable work and consultation through what has been an unprecedented time of challenge, as a result of the COVID-19 pandemic. I recognise the contribution made by Mallee Family Care's staff, our key stakeholders, partners, consumers, clients, participants and community, in developing this Plan, which identifies our vision for an equitable community, defined by optimism, opportunity, empowerment and advocacy.

Our Strategic Plan identifies the many challenges we face but it also acknowledges our strengths. Through continued collaboration, research and innovation, the Mallee Family Care board is confident that the Organisation will become known as a contributor to generational change, an employer of choice and a safe place for our clients and community to access.

As we embark on the next stage of the Mallee Family Care journey, we recommit to delivering the services people need, when and where they need them and to keeping their aspirations as our compass. We will work for this community, in this community, and our advocacy will be relentless. The voices of the people we support must be heard by policy-makers and we will use every avenue available to ensure this occurs.

Ross Lake OAM

A Message from the Chief Executive Officer



The Mallee Family Care Strategic Plan 2022 outlines our direction and priorities for the next three years. It has been developed through consultation with our staff, leadership team, executive, board and importantly, with our community. This document identifies our vision and purpose and articulates the enablers we will implement to support our work across five key priority areas.

From the very beginning, Mallee Family Care has been committed to providing evidenced-based programs and services that meet the existing and emerging needs of our community, with the intent of reducing barriers and improving life-long outcomes for children, families and individuals living in northwest Victoria and far west New South Wales. Through the lens of early intervention and prevention, this remains our focus as we look to the future.

This Strategic Plan identifies five key priorities that we will address in our work to advocate for our community, and to ensure all Mallee people, regardless of background, have the opportunity to live their best life. Our goals will be achieved by working in collaboration with federal, state and local government, allied organisations, key stakeholders, community, and our participants, consumers and clients. We will be fearless in our advocacy for policy reform that will support our most vulnerable and we will keep their voice at the centre of everything we do. Mallee Family Care believes place-based service delivery is critical to achieving positive long-term outcomes. As such, we will pursue collaborative opportunities that seek to attract investment to our region, and build the capacity of local organisations, founded on the understanding that local knowledge, established relationships, and shared goals are intrinsically linked to driving change.

We believe every Mallee person matters and has the right to feel optimistic about their future.

Teresa Jayet

Our Vision

Strong communities where individuals and families can live their best life.

Our vision is one in which all members of our community, regardless of their background, are optimistic about their future. They'll understand their rights and responsibilities, they will be able to navigate life's challenges and they will have the services and supports they need, when and where they need them. Our communities will experience greater equity, they will have a voice to drive positive change and they will have the opportunity to reach their full potential.

Our Purpose

We advance social justice when we remove the barriers that people face.

We act to expand and support choice and potential for all members of our community, with special regard for those who, for whatever reason, find themselves in exceptional need, disadvantage or vulnerable circumstances.









We are committed to:

- Upholding the rights of, and providing a voice for, children
- Delivering support where people gather
- Reflecting the diversity and lived experience of our communities
- Maintaining strong financial sustainability and robust governance

We will reinforce our reputation for:

- Being a powerful advocate and community voice
- Contributing to generational change
- Facing challenges with courage
- Being an employer of choice
- Implementing innovative and integrated service delivery models
- Keeping the interests of children at the centre of everything we do
- Having networks that mobilise resources

Our Strategic Priorities:

- Drive change around known inequities
- Empower individuals, families and communities to seek help early
- Focus on children, families and individuals early, and build their capacity to transition through the key stages of life
- Build an Organisation that reflects the diversity, intersectionality and lived experience of our community
- Increase service capacity and innovative models to address community need

Our Strategic Enablers:

- Develop information and technology infrastructure to support our strategy
- Build partnerships with private businesses to support the work we do
- Lead and build a stable and highly skilled workforce to support the work we do
- Review and identify partnerships that support evolving community based models
- Use evidence of our impact to secure investment and inform service development
- Strengthen governance





Priorities into Action



Priority 1: Drive change around known inequities

- Halt further rollout and call for the abolition of the welfare card based on human rights
- Address the thin markets for NDIS services in regional southwest New South Wales
- Advocate for equitable regional transport, linking people to services
- Support the Raise the Rate campaign by regionalising and highlighting the impacts that will be delivered through an increase in support payments
- Attract community mental health investment
- Influence social housing investment



Priority 2: Empower individuals, families and communities to seek help early

- Promote and normalise 'early help' as a way to open up possibilities and take positive steps, especially post COVID-19
- Create an early help element to all Mallee Family Care services
- Introduce models and pathways that support community helping community
- Evaluate the impact on clients who have sought help early





Priority 3: Focus on children, families and individuals early, and build their capacity to transition through the key stages of life

- Support young people transition through each phase of adolescence
- Provide support and early help to parents and carers
- Provide support for financial and relationship issues associated with changes in circumstance
- Amplify the voice of the child across Mallee Family Care
- Improve educational attainment, and the mental health and wellbeing of every child in care



Priority 4: Build an Organisation that reflects the diversity, intersectionality and lived experience of our community

- Build Mallee Family Care's capacity to provide sustained mental health support
- Identify fee-for-service opportunities to support increased demand for service provision



Priority 5: Increase our service capacity and innovative models to address current and evolving community needs


- Create governance approaches that enable services and support to be co-designed and co-delivered by people with lived experience
- Develop plans that support diversity and inclusion





Closing Statement

This Strategic Plan represents the reflections and suggestions of Mallee Family Care's staff, stakeholders, partners and community. As an Organisation dedicated to providing local services that meet current and emerging needs, the voices and aspirations of those we support, collaborate with, and work alongside, are integral to our planning. We thank everyone for their contribution.





www.malleefamilycare.com.au



Locations

Mildura Central Office

122 Ninth Street
Mildura VIC 3500

Mildura

64 Lemon Avenue
Mildura VIC 3500

Mildura

105-109 Lemon Avenue
Mildura VIC 3500

Mildura

60-62 Madden Avenue
Mildura VIC 3500

Swan Hill

229 Beveridge Street
Swan Hill VIC 3585

Kerang

22 Victoria Street
Kerang VIC 3579

Dareton

3 Devenport Street
Dareton NSW 2717

Wentworth

59 Darling Street
Wentworth NSW 2648

