



STRATEGIC PLAN | 2016–2020

A FUNDAMENTAL OPTION FOR VULNERABLE CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES



marymead
children • families • community



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ACKNOWLEDGEMENT OF TRADITIONAL OWNERSHIP

Marymead acknowledges the traditional custodians of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to the elders both past and present.



VISION

‘Marymead transforms the lives of vulnerable children and young people’

Marymead works to ensure that children, young people and their families, including those who are most vulnerable across Canberra and the surrounding NSW regions, are well supported through their key life transitions and are able to achieve positive life outcomes and live fulfilling, productive and happy lives.

BACKGROUND



Marymead was established in 1967 by the Catholic religious order, the Franciscan Missionaries of Mary. The Sisters identified the need for a residential care facility for children and families in temporary crisis. Today Marymead is a Catholic agency of the Archdiocese of Canberra and Goulburn, under the authority of Archbishop Christopher Prowse, and led by a Board Chair and appointed CEO.

Marymead provides support and services to children, young people and their families in the ACT and the surrounding NSW regions.



MISSION

Marymead works with children, young people (aged 25 years or less) and their families, to address the complex issues that surround them and affect their lives. **We provide specialist, early intervention, clinical therapeutic services and support programs and services.**

1. We will achieve our mission by working in a way that is consistent with Catholic social teachings, beliefs and customs and the professional expectations of the social services community.
2. Relying on four key principles:
 - a. the dignity of the human person, made in the image and likeness of God;
 - b. the promotion of the common good, of which the family is the primary unit;
 - c. having a ‘fundamental option for the poor’;
 - d. promoting the healing and advancement of each person so that they may experience the joy of a responsible and fruitful life.
3. Working with and supporting children, young people and their families of all faith traditions, while demonstrating our values of:
 - a. Focusing on **children and young people**;
 - b. Believing that every child and young person should have the **opportunity to reach their potential**;
 - c. Recognising the importance of **belonging** to the well-being of everyone;
 - d. Behaving with **integrity** and **compassion**;
 - e. Providing **responsive, caring** and **accountable** services;
 - f. **Respecting** and embracing **diversity**; and
 - g. **Engaging with the community** to support us to do all of these things.
4. Using evidence-based practices to work professionally and collaboratively with children, young people and their families with other services, including Catholic agencies (CatholicCare and the St Vincent de Paul Society), and across all services within our own organisation.

STRATEGIC OBJECTIVES

1. We will **deepen and strengthen our professional expertise** in delivering and managing the following services and programs:
 - a. FOSTER CARE – to provide caring and secure family environments in which children and young people can grow and develop;
 - b. COUNSELLING AND EDUCATION – to therapeutically support children, young people and their families to have effective and caring relationships, and to address issues such as domestic violence;
 - c. LIVING SKILLS AND COMMUNITY PARTICIPATION – to enable all children and young people to complete their education, develop the life skills, behaviours and practices to support them to live well and be included in the community;
 - d. ACCOMMODATION SERVICES – to provide quality accommodation and respite for children, young people and their families; and
 - e. CO-ORDINATION AND CAPACITY BUILDING – to support those children and young people who need assistance to plan, facilitate or access education, services or opportunities to improve their circumstances or to manage particular (physical, mental, social or interpersonal) challenges effectively.
2. We will ensure that our programs and services are inclusive of children, young people and their families from diverse backgrounds and experiences. We will specifically focus on enhancing our service provision and engagement with marginalised community members, those with disability, those who experience mental health or domestic violence issues, and Aboriginal and Torres Strait Islander peoples.
3. We will establish and maintain strong partnerships and relationships with key organisations and government to enable the delivery of professional and high quality services and programs to meet the needs of children, young people and their families. We will also facilitate an effective service transition for children and young people once they approach and reach the age of 25 years, so that they are supported to make a successful transition to another service.
4. We will strengthen the income base for our organisation so that we are financially secure in the short term, and sustainable in the long term, to enable us to contribute to creating a strong community in Canberra and surrounding NSW regions.
5. We will strengthen our internal workplace capability by focussing on governance, leadership, quality management, innovation and creativity, and collaboration. We will review and renew internal systems and ways of working to ensure that Marymead remains an organisation that attracts and retains the best quality employees.
6. We will improve governance, accountability and transparency to ensure sound business decisions that ensure long term sustainability for the organisation, its members and those receiving support.



STRATEGIC PRIORITIES

The following priorities will receive particular attention during the first years of this strategic plan, and our success will be measured by their delivery:

1. We will work in partnership with the Aboriginal & Torres Strait Islander community, listen to their needs and provide customised support and assistance to supporting their children, young people and families.
2. We will strengthen our support for children and young people in foster care services in the NSW area of the Archdiocese and engage with these communities through increased linkages to therapeutic services.
3. We will strengthen the support we provide to parents and families by expanding our provision of contact for separated parents and establishing other support services for parents with challenges.
4. We will strengthen our early intervention, therapeutic and behaviour management consultancies and services for children and young people through reviewing our models, participating in evidence-based research, drawing on Catholic social teachings, and developing targeted services to meet community need.
5. We will ensure that children, young people and families who need our support can easily access our services and programs i.e. there is no ‘wrong door’ and are provided the support they need to reach their potential.
6. We will develop an integrated and holistic approach to supporting individuals and families who are managing disability, so that our programs meet their needs and optimise the National Disability Insurance Scheme outcomes.
7. We will become a leader in the development and provision of evidence-based, outcome oriented services to support children and young people.
8. We will retain our strong connection with the Canberra community and provide opportunities for the community to demonstrate their support for Marymead.
9. We will develop a consistent process for considering opportunities to expand new and existing services and programs provided by Marymead. This will include development of a sound business approach that identifies and mitigates risks, analyses income and costs and models of service delivery. The process will also outline the authority to approve such expansion – from the Board or the CEO within the Marymead delegations framework.



OUR CULTURE

Marymead is committed to strengthening our internal organisational culture. As part of this commitment Marymead has a clear vision of the kind of organisation we are becoming, and how we work together: Marymead is:

- renowned for excellence in therapeutic and clinical service delivery and the provision of support programs that make a difference to the lives and opportunities of our clients.
- acknowledged as a place that helps families to reach their full potential, build independence and self-reliance and offers creative approaches that meet the unique needs of the individuals and families we work with.
- integral to the fabric of the communities we work in, providing opportunities for community members to support our operations and the families that use our services.
- renowned for excellence in leadership and management, with a focus on quality performance and accountability at all levels and in all roles.
- an employer of choice for professionals and others who wish to support effective outcomes for vulnerable children and young people in Canberra and the surrounding NSW region. We offer a cohesive, innovative, supportive work environment where staff enjoy professional development opportunities and participate in a workplace that facilitates on-the-job learning and excellence in delivery of services and programs. Our staff and Board reflect the diversity of the community we support.



Marymead would like to acknowledge the ongoing support of the Australian, ACT and NSW Governments, our sponsors, supporters and local communities.



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CARING FOR CHILDREN • SUPPORTING FAMILIES • STRENGTHENING COMMUNITY

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If you are deaf, or have a hearing or speech impairment, contact us through the
National Relay Service: www.relayservice.com.au

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MARYMEAD IS A CATHOLIC AGENCY OF THE ARCHDIOCESE OF CANBERRA AND GOULBURN
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