



CareSouth
Strategic Plan
2022 - 2025

Welcome

A message from our Executive Leaders

On behalf of the CareSouth Board, executive team, and staff, we are pleased to present our 2022-2025 Strategic Plan.

We are proud to have worked closely with our key stakeholders, including staff, clients, people with a disability and our communities, to collectively plan our direction and ensure that every decision we make is centred on providing the best possible outcomes for the diverse groups we work with.

Our key focus over the next three years is to consolidate and enhance our practice and processes, across all our programs, to establish and maintain the highest quality service delivery. Not only will this allow us to continue providing a strong, safe environment for all, but we will also be responsive to opportunities and growth that will further help our vulnerable communities.

We also recognise the importance of inclusive and capacity-building practices to ensure those we support have a voice and are heard. Over the next three years,

we will continue to focus on our trauma-informed therapeutic response model to facilitate healing, ensuring it is woven through every area of practice within our organisation. We will be guided by our Reconciliation Action Plan and Aboriginal Employment Strategy to strengthen and support our links to culture. For our NDIS and Disability Services clients, we will provide them with choice and control over how they achieve their goals in a safe, respectful, and transparent way.

To achieve our strategic goals, it is our people that bring everything to life. Our staff, carers and volunteers dedicate their time and effort to our cause and so nurturing and supporting them is another key focus of ours. We will provide purpose and a positive experience to help empower them to deliver the same for our clients and community.

We look forward to the next chapter of our journey as we deliver on our key priorities outlined in this plan and pave the way towards a better future for all.



Christine Cook
Board Chair



Tracy Mayo
Executive Officer - Practice



Renee Knight
Executive Officer - Business

Our Manifesto

Where have we been?

CareSouth was established in the early 1990s with the winding up of two incorporated associations, Shoalhaven Youth Refuge Inc. and Aunties and Uncles South Coast Inc. A public company was created (originally known as Shoalcare) which set the platform for all future developments, based on the simple initial vision to give every kid a terrific life. The original programs still exist within our current supports and services, but with a more contemporary approach. As we grew, CareSouth expanded into other program areas and regions. Without losing sight of its original focus, CareSouth now supports individuals, families and our communities in the areas of Early Intervention, Permanency Support, NDIS Disability Services, Homelessness, Clinical Supports, and Therapeutic Accommodation options. The span of service delivery extends from Southern Sydney down to the Victorian border, and out to the Murrumbidgee. The organisation's philosophy and the CareSouth Board's leadership have meant that growth has been created by going where there has been the greatest need.

Where are we going?

CareSouth's three-year Strategic Plan has been built on a "grass roots" approach. We have invested time in listening to our key stakeholders, children, individuals, people with a disability, families, community partners and our people at CareSouth. Our business has grown significantly in the past two years. We responded to this by building our infrastructure and resources (people and assets) to provide the scaffolding needed to maintain a safe and responsive environment. The next three years will see us anchoring our focus on our practice and processes that support us, whilst remaining responsive to opportunities and growth. Our commitment to family-centred work is unwavering, with a community focus. Engagement internally and externally will see CareSouth's communication be brave and purposeful in its approach. Key to this will be a focus on our people and their journey with us. Whether a child or family or employee, we aim to provide the same "CareSouth" experience for all. Our respect for Culture and providing a culturally safe environment will keep us connected and grounded.

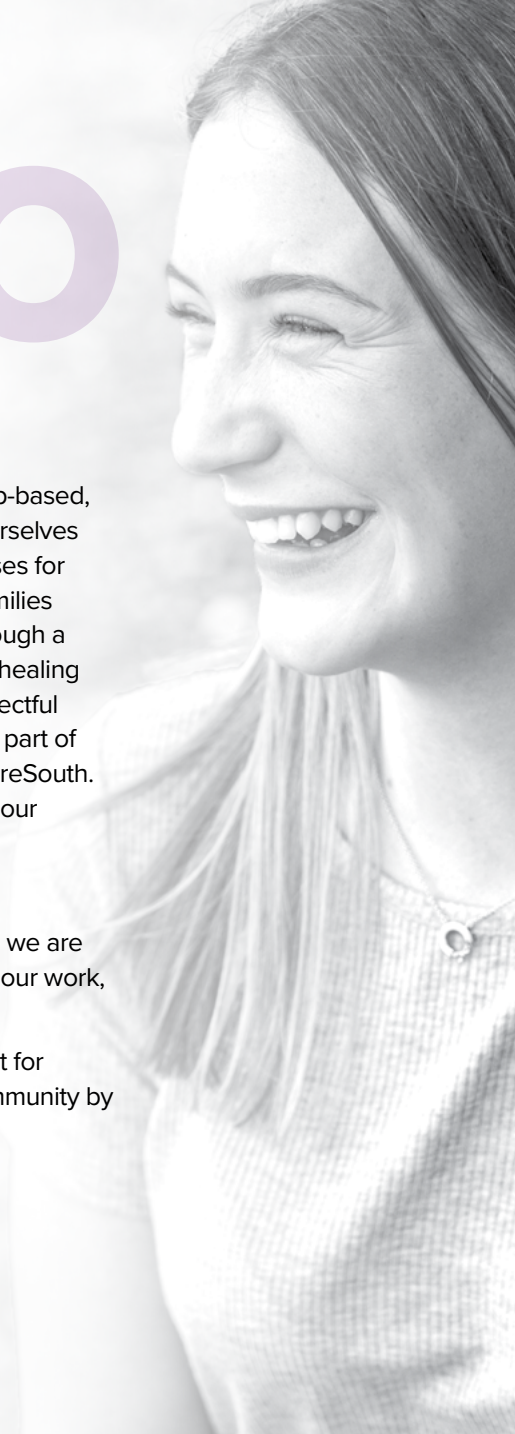
Who are we?

CareSouth is a responsive, relationship-based, dynamic service provider. We pride ourselves on innovative and therapeutic responses for individuals, people with a disability, families and community needs. We do this through a therapeutic lens that is built on safety, healing and connection. We are kind and respectful in all we do and say. This is an integral part of who we are and what we expect at CareSouth. Relationships at every level are key to our success.

Everyone matters @ CareSouth.

In line with our therapeutic framework, we are playful and curious in our approach to our work, with a zestful enthusiasm.

We believe in an approach that is "built for purpose". We embrace a sense of community by valuing and serving.






Our Vision

Embracing communities with kindness
and humility to build a better future.

Our Values

Courage
Compassion
Relationships
Integrity
Belonging



A black and white photograph of a young girl with glasses and pigtails, wearing a dark hoodie, holding a soccer ball. The image is partially overlaid by a large orange shape on the right side of the page.

Our Values & Statements

Courage

We encourage ideas and behaviours that are bold and big-hearted. This enables us to care for the complex needs of our children, young people, people with a disability, and families. We aren't afraid to speak our truth and foster a positive feedback culture, one which allows people to grow their skills and knowledge and be accountable for their actions.



Our Values & Statements

Compassion

Our practices are underpinned by trauma-informed principles and are carried out with kindness and empathy; we aim to fully understand the past experiences and needs of our client and community. We establish professional boundaries to protect the physical health and wellbeing of our people and lead by example to ensure that these are upheld.

Our Values & Statements

Strong, effective relationships are at the heart of our success. We nurture the connections we have both internally and externally, and never give up on our work towards building a positive community for children, young people, people with a disability and families.

Relationships

Our Values & Statements

Integrity

Our high-quality work is established with clear expectations and boundaries; people can depend on us to deliver consistent communication and be true to our word. We cultivate a collaborative environment, working with colleagues, clients, people with a disability and community to make informed decisions and achieve the best possible outcome for all.

Our Values & Statements

Belonging

The safety of our people and community is our priority. We strive to create a nurturing environment filled with kindness, empathy, and respect where people can bring their whole authentic selves to work with a smile.

Our Personality

A young girl with dark hair in two braids, wearing a white knit sweater, is holding a volleyball. She is standing outdoors, and the background is slightly blurred, showing other people and what appears to be a sports field.

Bold
Big Hearted
Determined

Our Anchors

Anchor	Definition	Strategic Goal	Outcome Measure
Practice and Process	The way we use our systems and frameworks, and how they work safely and efficiently to ensure strong reliable delivery.	<ol style="list-style-type: none"> 1. Develop strategies to manage growth and risk, ensuring sound governance. 2. Effective rollout of new technology to deliver improved efficiency and performance. 3. Review and expand our internal processes and practice to increase efficiencies and improve outcomes across the business. 4. Effective governance and risk management of programs. 	<ol style="list-style-type: none"> 1. Improved resource and financial sustainability. 2. Improvements in systems that facilitate more efficient administration. 3. Improvements in efficiencies relating to compliance and regulatory activities. 4. Implementation of a contemporary framework to maintain consistency and accountability across the organisation. 5. Continually review practice to ensure we are identifying and addressing risk areas and capability gaps across the organisation.
Client and Community	Delivering services that increase positive outcomes for young people, children, people with a disability and families.	<ol style="list-style-type: none"> 1. Strive for service excellence, based on evidence-based best practice. 2. Grow the reach and improve outcomes of our family-focused service delivery. 3. Advocate to support the rights of the children and individuals we support. 	<ol style="list-style-type: none"> 1. Continually review and measure identified program outcomes using a CareSouth specific outcomes framework. 2. Diversify activities and services into other regions, utilising planned strategies for growth. 3. Grow platforms across our footprint to lobby for change and communicate across various platforms.
Engagement and Communication	The CareSouth story, purpose and services are shared broadly in a planned approach to engage our staff, clients and community to create advocacy.	<ol style="list-style-type: none"> 1. Develop marketing and brand strategies to enhance CareSouth's profile, reputation and market opportunity. 2. Develop a communications strategy that supports our business to send consistent messaging to stakeholders. 3. Identify and deploy advocacy and engagement initiatives that will enhance the employee and client experience for greater engagement, business performance and client satisfaction. 	<ol style="list-style-type: none"> 1. Embed a CareSouth retention framework for consistent measurement of staff, clients' and stakeholder satisfaction and confidence levels. 2. Relationship and stakeholder retention. 3. Strengthen CareSouth's reputation with our clients and staff.
People and the Journey	Through a purpose-driven and positive employee experience, our staff will feel empowered to deliver the same for our clients and community.	<ol style="list-style-type: none"> 1. Enhance the employee experience with a focus on engagement and performance. 2. Identify and develop a framework for a skilled workforce to create pathways for our people and effectively deliver services. 3. Continued focus on growth and development of key skills to effectively perform and better engage staff. 	<ol style="list-style-type: none"> 1. Strengthen relationship between CareSouth and staff through setting goals and celebrating wins for our people. 2. Increase staff skills and capability through aligning learning and development activities with practice and organisational needs. 3. Strengthen staff capacity and skills through learning and development alignment with organisational needs.
Culture and Connection	Foster diversity and inclusivity internally to enable the same experience with clients and community.	<ol style="list-style-type: none"> 1. Promote diversity, equity and inclusion in the workplace and support cultural events to foster awareness, inclusivity and belonging. 2. Educate and embed learning to achieve best practice cultural planning. 	<ol style="list-style-type: none"> 1. Create a safe and inclusive environment by growing cultural connections and relationships. 2. Improved organisational understanding of culturally safe practice. 3. Embed practices and processes to ensure all children and families will co-create their cultural plans supported by carers and staff that have completed cultural awareness training.

Note: These anchors and goals are underpinned by detailed operational plans.

Our Anchors

Practice and Process

The way we use our systems and frameworks, and how they work safely and efficiently to ensure strong reliable delivery.

Our Anchors

Delivering services that enhance the lives of young people, children, people with a disability and families.

Client and Community



Our Anchors

The CareSouth story, purpose and services are shared broadly in a planned approach to engage our staff, clients, people with a disability and community to create advocacy.

Engagement and Communication

A black and white photograph of two women sitting at a table, smiling and laughing. They are both wearing glasses. The woman on the left has long dark hair and is wearing a dark shirt. The woman on the right has shoulder-length hair and is wearing a light-colored shirt. There are two patterned mugs on the table in front of them. The background is a simple indoor setting with a door visible.

Our Anchors

People and the Journey

Through a purpose-driven and positive employee experience, our staff will feel empowered to deliver the same experience for our clients, people with a disability and community.



Our Anchors

Foster diversity and inclusivity internally to enable the same experience with clients, people with a disability and community.

Culture and Connection

Our commitment to accountability

CareSouth acknowledges that monitoring, measuring, and evaluating the outcomes of our Strategic Plan is critical to our ongoing success in creating a better future for society's most vulnerable, those we support.

The high-level goals and deliverables set out in the Plan will inform the specific operational and program plans that will be developed, including key measures, timelines, and responsibilities. The progress made and achievement of each activity will be regularly reported to the CareSouth Board.

Our monitoring and reporting process will involve:

- Monthly updates against Anchors, Goals, and Actions outlined in this Plan through our online reporting system
- The inclusion of our Anchors and Values as part of the agenda for all team meetings across the organisation
- Goals and Actions reviewed every six months by the Executive Leadership Group
- Board reporting will be on a quarterly basis (March, June, September, December)
- Executive Officer reviews will be held annually, assessing the objectives of the Strategic Plan and outcomes
- Annual Reports will show progress through the Strategic Plan
- Quarterly updates to staff through various communications, such as staff newsletters, intranet posts and emails.

We are already looking forward to seeing the wonderful outcomes our children, families and communities will experience as we seek to build them a better future.