

MY  
OPPORTUNITY

HER

OPPORTUNITY

HIS

OPPORTUNITY

OPPORTUNITY

FOR ALL

YOUR

OPPORTUNITY

OUR

OPPORTUNITY

## A MESSAGE FROM OUR CHAIR AND CEO

Welcome to our Strategic Plan for 2013/16. This plan will shape our future and inform the community of our directions for the next three years.

Bethany was founded in Geelong in 1868, and throughout our history we have responded to the continually changing needs of the communities we serve. During that time our fundamental purpose has remained and our vision today is for a society where there is opportunity for all. To achieve this vision, we value people and work together to strengthen lives and effect positive change. We do this through the provision of a wide range of support services and other activities that aim to:

- *Ensure the safety, wellbeing and participation of vulnerable children*
- *Strengthen vulnerable families and supporting those in a caring role*
- *Reduce the impact of homelessness and increasing access to housing*
- *Lessen the impact of family violence and changing perpetrator behaviour*
- *Reduce problem gambling and its effects*
- *Build better relationships and stronger communities*

In developing this plan, and throughout our work, we listened to a wide range of stakeholders including our service users, the broader community, our board of management and staff, other community organisations, our funders and supporters.

Our aim is to ensure that Bethany remains a leading community services organisation, and this plan distils what we have heard into priorities, goals and strategies to achieve our mission over the next three years.

We want to take this opportunity in thanking everyone for their input and we look forward to working with you to build upon the already solid foundation that is Bethany.

**Fiona Williams**  
*Chair*

**Grant Boyd**  
*CEO*



### Vision

Opportunity for all

### Mission

Value people  
Strengthen lives  
Effect change

### Values

#### Courage

We take action and stand up for what we believe

#### Respect

We value people and build upon their strengths

#### Integrity

We are open, fair and just in everything we do

#### Innovation

We develop new ways of working to make a difference

#### Collaboration

We work together to improve outcomes

## STRATEGIC PLAN 2013/16

PRIORITY	GOAL	STRATEGIES
<b>CLIENT OUTCOMES</b>	<b>CLIENTS ACHIEVE THEIR GOALS AND ASPIRATIONS</b>	<p>Strengthen client informed practice by increasing client input into service design, delivery and agency governance</p> <p>Focus on service effectiveness by increasing the use of evidence based service models</p> <p>Improve service accessibility by focusing on hard to reach groups</p> <p>Improve the service response to clients by developing coordinated intake, planning and service delivery models</p> <p>Increase capacity to improve client outcomes through stronger collaboration with other organisations and communities</p>
<b>PEOPLE AND RESOURCES</b>	<b>MAXIMISE THE CAPABILITY OF OUR PEOPLE AND RESOURCES</b>	<p>Improve the capability of our workforce by aligning skills with new service models and sector reforms</p> <p>Focus on service efficiency and competitiveness by improving productivity</p> <p>Increase agency capacity by maximising infrastructure utilisation and return on capital</p>
<b>MANAGE FOR THE FUTURE</b>	<b>A VIBRANT AND VIABLE FUTURE</b>	<p>Focus on service viability by identifying and pursuing service growth and alternative service revenue opportunities</p> <p>Focus on change management by aligning agency development and operational activity with sector reforms</p> <p>Focus on maximising agency potential through strategic management of risk and opportunity</p>
<b>INFLUENCE FOR CHANGE</b>	<b>IMPACT ON DECISIONS AND POLICIES TO IMPROVE OUTCOMES AND OPPORTUNITY</b>	<p>Focus on strengthening under-resourced communities by planning and working collectively</p> <p>Focus on influencing key stakeholders by advocating for better client outcomes</p>