



Strategic Plan

2023 - 2026

Chair's Overview

Carrie's Place has been providing support to victims of domestic violence and homelessness to the Lower Hunter region for over 40 years. With the need for this essential service higher than ever, we have built this Strategic Plan on initiatives focused on not only immediate solutions but on future planning to drive our vision of zero tolerance towards violence and homelessness.

Holding true to our Mission, we have developed strategic initiatives that will guide and steer Carrie's Place for the next 3 years to ensure we continue to provide a high-quality valuable service to the community.



Kylie Nash

Kylie Nash

Chair, Governance Committee

CEO's Message

It is my absolute pleasure to launch Carrie's Place three year strategic plan. The development of this plan has been completed in partnership with all the Carrie's Place workforce and Governance Committee. This focus on engagement and consultation demonstrates the commitment our staff have to what we do to support victims of domestic and family violence and homelessness.

Considering what the future may hold and the impact we need to have as a not for profit organisation, we are confident in our ability to embrace this strategic plan.

Carrie's Place launches this strategy at a time when Australians have been tested in all aspects of health, wellbeing and economic stability. Financial hardship will continue to affect many people, along with the housing crisis and at a time when domestic violence statistics are unfortunately on the increase. The identity and impact of Carrie's Place will be defined by the way we safeguard and support people in our community.

Whilst the future is uncertain we will work collaboratively to partner with people to change lives for the better, with a strong commitment to Carrie's Place Vision and Mission.



Jayne Clowes

Jayne Clowes

CEO

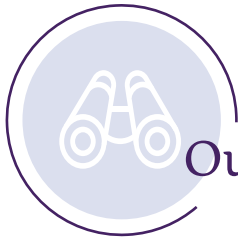
Introduction

In 2022 Carrie's Place staff, Governance Committee and stakeholders embarked on a process to develop a three year strategic plan.

This process included undertaking an environmental scan, a review of existing organisational plans, desktop research regarding best practice in the domestic and family violence and homelessness sectors, a number of phased staff surveys and workshops, and Governance Committee consultation. An iterative approach was adopted where the outcomes of each of these methods enabled strategic priorities to be identified and prioritised for the next three years.

As part of the strategic planning process the existing vision and mission were "road tested" to ascertain whether they were still perceived to be the best articulation of what Carrie's Place hopes to achieve as we enter our 44th year. Across the consultative methods the existing vision and mission were endorsed for their currency, relevancy and capacity to inspire.





Our vision

- A community where there's zero tolerance towards violence and homelessness.



Our mission

- To increase the number of families in the Maitland and Lower Hunter area, who are housed, safe, and live free from abuse.
- This will be achieved by providing person-centred programs aimed at empowering vulnerable people who may have experienced domestic violence and other forms of trauma and abuse.
- We work with individuals and our communities in the Hunter region to address the issues of domestic violence and homelessness.
- We provide holistic services to build capacity, inclusion, and resilience.



Our values

- Growth & Change
- Inclusive & Accessible
- Authentic
- Socially just & safe
- Teamwork



Our strategic themes

Five key strategic themes were identified as part of the strategic planning process

- Enhanced quality of service
- Prepared and supported staff
- Strengthened community and partner engagement
- Recognised reputation
- Established trainer of choice

Each of these themes was mapped against the Carrie's Place values to determine strategic alignment. For each of these themes, a series of goals, with phased initiatives, were collectively developed. These goals will evolve as the plan is implemented.

The mapping exercise and identified goals are presented on the following pages.

Theme and Value Alignment

1.

Enhanced quality of service

- Ensure client is at the centre of everything we do
 - Establish a continual quality improvement process
 - Develop agreed performance measures
 - Deliver consistent service provision across all areas
 - Provide inclusive and actionable feedback mechanisms
 - Ensure our space for clients and staff delivers effectively for our service provision
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2.

Prepared and supported staff

- Enable growth through capacity building
- Use annual performance plans to support all staff with effective career development, training and mentoring opportunities
- Provide effective succession planning that enables current staff to step up
- Ensure staff have ability, processes and resources to capitalise on new and potential opportunities
- Deliver effective communication approaches that encourage a one-team approach

3.

Strengthened community and partner engagement

- Ensure RAP guides our engagement and service with clients and partners
 - Purposefully nurture existing community partnerships and stakeholder groups
 - Identify new and appropriate donor and sponsor opportunities and relationships
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4.

Recognised reputation

- Continue to develop the Carrie's Place brand that focuses on identity and reputation
 - Ensure staff have awareness of and the ability to champion the Carrie's Place brand and values
 - Develop a plan to ensure clients, stakeholders and partners recognise the role and activities of Carrie's Place
 - Seek opportunities to promote Carrie's Place brand and reputation
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5.

Establish trainer of choice

- Identify potential training opportunities for clients, partners and communities
- Ensure staff have capability and capacity to deliver effective training
- Develop a consistent and reusable set of training packages
- Establish Carrie's Place as a recognised training organisation



Domestic Violence and Homelessness Services

carriesplace.org.au