

# Good Shepherd Australia New Zealand Strategic plan 2019 - 2022

A time for transformation

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For women,  
For girls,  
For families.

 Good Shepherd  
Australia New Zealand





**We aspire for all women, girls and families to be safe, well, strong and connected.** We are committed to tackling the significant issues of our time which adversely affect them. This means listening to and walking alongside those with whom we work. We will build partnerships that deliver holistic care and enduring impact. We will optimise how we apply our expertise and invest our resources. To enable fullness of life, we will work directly with our clients; partner with others; and influence at the systems level. We will disrupt the status quo and do things differently to achieve meaningful, positive change. This aligns with our legacy of audacity in the pursuit of social justice. Our future will be driven by this ethos - we will never be afraid to evolve, adapt and commit so we can partner in changing lives for the better.

Kathy Landvogt  
By Bree Dunbar



**We respect the living culture and heritage of First Nations Peoples.** We will walk together with the First Peoples of Australia and New Zealand, acknowledging their stories and spiritualities, honouring their heritage and advocating for social justice for all.

# Executive summary

Good Shepherd Australia New Zealand was established to address the critical, contemporary issues facing women, girls and families. We work to advance equity and social justice, and to support our communities to thrive. Our history is one of boldness, adaptation and transformation; our future will be too. This has never been more important given the unprecedented changes taking place in our communities, the social services sector and the world.

Our three-year strategy (2019/20 - 2021/22) outlines the world we want to see and our role in advancing it. It also speaks to the positive impact we will deliver, our priorities and the actions we will take to deliver this impact.

# About us

## Our history

The Sisters of the Good Shepherd were founded in France in 1835 by Saint Mary Euphrasia Pelletier to assist women and children with the greatest need. The first Sisters arrived in Australia in 1863 and in New Zealand in 1886. More than 150 years later, Good Shepherd continues to provide courageous and compassionate service to women, girls and families in vulnerable circumstances around the world. Good Shepherd Australia New Zealand was established by the Good Shepherd Sisters to bring together committed people to address the critical needs of our time.

The Mission entrusted to the Sisters of the Good Shepherd is centred on a deep commitment to the wellbeing and development of women and girls. Since the wellbeing of the person is intimately linked to that of the family, the Sisters of the Good Shepherd have always striven to serve women and girls in the context of the family and the society in which they live. The Sisters' commitment to community demands the tireless promotion of justice to bring about positive change.

## Our national and international network

Good Shepherd Australia New Zealand leads the governance of the Good Shepherd network across Australia and New Zealand. The agencies in this network include Good Shepherd Microfinance, Good Shepherd New Zealand, St Clare's School and The Trading Circle. Our network is enriched by the strengths, services and infrastructure of each agency.

We are also part of the global Good Shepherd network, which focuses on issues such as poverty, human trafficking and violence towards women and children. Good Shepherd has Special Consultative Status with the United Nations Economic and Social Council (ECOSOC) for its work with women and girls.

## Our work today

Good Shepherd Australia New Zealand has evolved and adapted to meet the needs of communities across Australia and New Zealand. We have always been focused on where the emerging needs are and on providing innovative, locally-tailored responses. This means we are not afraid to make tough decisions about when our services are no longer needed, or where they are best delivered by others. Our ultimate hope is for a future in which our services are no longer needed by women, girls and families currently experiencing disadvantage. Our services are complemented by research, advocacy and policy to address the underlying structural causes of injustice and inequality.

## Our people

Good Shepherd's people are the driving force of our organisation, and bring our purpose and values to life each day. People join us because they want to make a positive difference and they stay because we ask them to bring their whole selves to work. We recognise that the best solutions come from bringing fresh perspectives and experiences. We welcome people from culturally diverse backgrounds, people from all faiths and orientations, and people with diverse perspectives. Our people take ownership and actively participate to help the organisation grow and learn. We look for people who are creative, adaptable and want to make a lasting impact.

# Strategic plan 2019 - 2022

## Our vision

All women, girls and families are safe, well, strong and connected.

## Our network mission

To tackle the significant issues impacting women, girls and families.

## Our purpose

To enable fullness of life for women, girls and families experiencing disadvantage.

## The impact we seek

### ECONOMIC PARTICIPATION AND WELLBEING

Women, girls and families are enabled to be economically strong.

### SAFETY

Women, girls and families live free of violence.

### RESILIENCE

Women, girls and families are equipped to overcome the challenges they face.

### HOUSING OPTIONS

Women have safe and secure housing in supported communities.

### SYSTEM CHANGE

Positive change in laws, policies, financial instruments, social norms and behaviours.

## Priority 1

Service excellence

We will focus on services that ensure women, girls and families avoid their disadvantage becoming entrenched.

## Priority 2

Coalitions for impact

We will embrace coalitions to help women, girls and families in need of support to navigate the available services and systems.

## Priority 3

Whole system thinking and action

We will make an enduring impact by creating system change that provides security and opportunity.

# Strategic context

Our society and sector are changing rapidly, and to remain relevant, we must be informed and agile. We have outlined key trends that inform the development of our strategy.

## A changing nation



The Australian population is forecast to reach 32.4 million by 2036; this is equivalent to adding a new city the size of Canberra every year.<sup>1</sup> As well as growing, our communities are aging and becoming increasingly culturally diverse. Artificial intelligence, automation and other forms of digital disruption are changing the way we will live in the future. Major and frequent economic and political developments abound. The world of work and the workforce it requires are evolving rapidly. Some of us have been or will be left out or left behind; the equity gap is growing.

## Community needs, expectations and priorities



Inequity and disadvantage are becoming intractable for many groups in the community. In selecting and accessing social sector services, clients will increasingly expect choice, control and convenience. They rightly want to be involved in developing their own solutions and services. There are community-wide expectations that community services meet high standards, comply with the law, operate transparently and take advantage of digital innovation to improve user experience. However, consumers are often disadvantaged, disengaged and finding it harder than ever to navigate social services.

## Gender equality



Despite progress in some areas, Australian women and girls continue to experience disadvantage and discrimination. One in three have experienced physical or sexual violence.<sup>2</sup> There are fewer women than men in the labour force and they are more likely to be in part-time or casual roles.<sup>3</sup> Women in full-time employment earn 14.6% less than their male counterparts.<sup>4</sup> Women, on average, spend twice as long performing unpaid care work as men.<sup>5</sup> This list is indicative not exhaustive. The real list goes on ... and on. These challenges are not unique to Australia. Gender inequality and gender-based violence remain such pressing issues internationally that the Sustainable Development Goals specifically commit to ending all forms of discrimination and eliminating all forms of violence against women and girls.<sup>6</sup>

## Housing stress and homelessness



An increasing number of Australians, including young people and women, are experiencing housing stress and homelessness. Up to 50% of low income renter householders are experiencing housing stress.<sup>7</sup> Homelessness in Australia is increasing markedly; over 110,000 Australians do not have a place to call home on any given night.<sup>8</sup> It is important to consider age in these conversations. One in six Australians aged 15-24 are living in poverty, and young people who grow up in poverty are more likely to experience homelessness. Those who first experience homelessness at a young age are more likely to experience persistent homelessness in adulthood.<sup>9</sup> In addition, there has been a discernible and disconcerting increase in older women experiencing homelessness and housing stress.<sup>10</sup>



## The not-for-profit sector

Our sector is maturing and professionalising. It is responding to changing consumer and funder expectations, to an increase in competition and collaboration, to massive technological change and to greater compliance. There are over 54,000 not-for-profits registered with our charity regulator<sup>11</sup>; every day, 10 new charities commence business in Australia.<sup>12</sup> Despite huge effort and investment, disadvantage and demand for social services has grown. Poverty and inequity remain entrenched. Our sector must look for new ways to shift this trend.



## The community services landscape

In a competitive and tight funding environment, community services organisations must have a clear purpose, articulate a strong value proposition, demonstrate results and balance the need to compete with the need to collaborate. Partnering, both within and beyond the not-for-profit sector, is a means to share expertise and assets for greater impact. There is a growing expectation from government and other funders that programs are developed and delivered collaboratively. There is a collective push to create better safety nets for our community, but these efforts do not yet meet the growing need.



## The community services workforce

As the population grows, so does the demand for social service workers. Department of Employment projections show that 2,505,000 out of 9,484,000 overall additional workers required by 2022 will be in the Health care and Social Assistance Sector. This is equivalent to over 1 in 4 jobs across Australia.<sup>13</sup> This demand is being driven by the needs of an ageing population, the expansion of disability services under the NDIS, and a reduction in the number of informal carers.<sup>14</sup> The sector is struggling to keep up. To respond to growing community needs and a changing environment, the community services sector requires an agile, skilled workforce in frontline and service roles.



## Recognising and responding to complexity

Today's social problems are complex. Individuals are often subject to multiple forms of disadvantage and hardship. A range of organisations provide services, conduct research and advocate for change, but alignment and integration between them can be elusive. Legislation, policy, social norms and other factors can further muddy the waters. Given this complexity, solutions must be developed at different points of the service continuum - from prevention through to early intervention and response. Effective solutions require people working directly with individuals, their families and their community. It also requires that we engage with all stakeholders and facilitate new ways to address these complex issues. It needs strong voices that can advocate, educate and influence for a better way.

# The details

## The what

We aspire for all women, girls and families to be safe, well, strong and connected. In pursuing this, we recognise that the significant social challenges facing our community are evolving. There is a need for innovation, greater collaboration and focus on how to address problems before they escalate. We will embrace change where this ensures we will have greater positive impact on the lives of women, girls and families. Our vision, mission, purpose and focus areas set out how we will achieve this.

## The why

We have always sought to disrupt disadvantage. As an organisation with a rich legacy, we know what it means to evolve and transform to ensure we deliver fullness of life and a better future for those we work with. Over the next three years, we will continue to be audacious in our pursuit of social justice, whether it be for an individual, their household or the community in which they live. We cannot achieve enduring impact alone. We will activate and mobilise our community and those supporting it, variously through our own assets and resources and in partnership with others.

## The where

We will continue to seek systemic impact nationally, with a service delivery focus on scaling and strengthening our operations and influence in Victoria and New South Wales.

These focus areas and geographies do not exclude new opportunities or future collaborations, which we will pursue based on our strengths and capacity as an organisation. We will seek new opportunities to work with key partners, service providers and influencers where we can make a significant impact. Good Shepherd programs operate in 72 countries throughout the world. In 19 countries in the Asia Pacific region, Good Shepherd is developing innovative programs responsive to local needs addressing poverty, exploitative employment conditions, trafficking of persons, forced migration and environmental degradation.

## The how

Over the next three years, we will transform our organisation to achieve meaningful and enduring impact. We will be audacious in the pursuit of innovation in the way we work, to deliver service excellence. We will leverage our assets, build new coalitions, and act to change systems for the better. Our approach will bring out new models and a different way of thinking to support us and our partners to tackle the significant issues impacting women, girls and families.

## Our vision

All women, girls and families are safe, well, strong and connected.

## Our network mission

To tackle the significant issues impacting women, girls and families.

## Our purpose

To enable fullness of life for women, girls and families experiencing disadvantage.

## Our impact

We will focus our impact on:

- **Economic participation & wellbeing**  
Women are enabled to be economically strong.
- **Safety**  
Women, girls and families live free of violence.
- **Resilience**  
Women, girls and families are equipped to overcome the challenges they face.
- **Housing options**  
Women have safe and secure housing in supported communities.
- **System change**  
Positive change in laws, policies, financial instruments, social norms and behaviours.

## Our values

Our values guide us in the work we do:

- Audacity
- Zeal
- Justice
- The value of each person
- Reconciliation



# Our priorities and actions

## Priority 1

### Service excellence

We will bring the best we have to offer and a laser-like focus to deliver positive change. We will focus on services that ensure women, girls and families avoid their disadvantage becoming entrenched.

### Our actions

#### 1.1. Deliver or facilitate the best models of financial and social care for women, girls and families

We will deliver or facilitate services that divert women, girls and families from either entering or being persistently in need of support. By combining our best with the best that other organisations bring, we will test new delivery and funding models to provide security and opportunity for women, girls and families.

#### 1.2. Attract and support people to think differently and act collectively

We will build a professional and adaptable workforce. We will encourage new ways of thinking about how we can disrupt disadvantage. Our culture will be vibrant, bold, inclusive and enterprising.

#### 1.3. Combine big data, artificial intelligence and practice expertise to create new solutions to financial and social exclusion

We will explore how emerging technology and data can help us understand and shape our offerings to women, girls and families now and into the future. We will invest in technology and data that can help deliver innovation in the way we serve the community. We will use data to measure, evaluate and tell the story of the impact that we make.

#### Examples of activities we aim to deliver over the three years include:

- Develop, source and test early intervention, prevention and targeted response models across our focus areas of family violence, economic participation, family services and housing security. These will inform new models that could be scaled by our organisation or with our partners.
- Explore and test new approaches to ensure our service delivery sustainability, and explore social enterprise and other new funding models.
- Create a blueprint for the use of new or emerging technologies and data to measure and improve services and deliver them in customer-centric ways.

## Priority 2

### Coalitions for impact

We will develop partnerships to design and roll out new solutions to complex problems. We will embrace coalitions to help women, girls and families in need of support to navigate the available services and systems.

### Our actions

#### 2.1. Co-design with our communities

We will walk beside the people we work with; this is core to how we operate. We acknowledge the wisdom of our communities. We will seek insight from them when we design, implement and review our programs and service models.

#### 2.2. Build and galvanise coalitions for change

Creating real change requires the collective effort of many. We will create shared value models by bringing different sectors and organisations around the table to make a collective impact. We will build capability in and across sectors to create a positive ripple effect for the community.

#### 2.3. Activate resources and coalitions that brings safe and affordable housing for women

We will pursue strategies and models that keep women secure, housed, economically strong and connected with their community. We will do this through a collective partnership approach that creates public value from the combined resources and investment of those involved.

#### Examples of activities we aim to deliver over the three years include:

- Explore ways to listen to and incorporate the diverse voices of our communities and place-specific priorities into our thinking and service design.
- Bring together different organisations as a 'boundary spanner' to better integrate services, reduce gaps and meet needs at the individual, community and system level.
- Partner to design a sustainable approach to service delivery through new funding approaches, including social enterprise and collective impact models.

## Priority 3

### Whole system thinking and action

We will bring new thinking and skills to tackle complex problems. We will work across the whole system. We will make an enduring impact by influencing a social services ecosystem that provides security and opportunity.

### Our actions

#### 3.1. Use our practice wisdom, insight and research to advocate for a different future

We will be at the table to influence the conversation and systemic change for women, girls and families.

#### 3.2. Be audacious in disrupting traditional thinking

We will facilitate conversations that bring fresh thinking, innovation and research to solve emerging issues.

#### 3.3. Contribute to change within our region and globally

We will advocate for social justice in our region and internationally through the Good Shepherd international network. We will develop a plan, with others, on regional cooperation for reducing poverty, exploitation and progressing the Sustainable Development Goals.

#### Examples of activities we aim to deliver over the three years include:

- Explore and define, with others, the right channels to contribute policy advice and advocacy to drive social justice and equality. Our advocacy will be supported by the insights we gain from research, service delivery experience and expertise.
- Bring partners together to inspire fresh thinking; we will facilitate problem-solving conversations that unearth new approaches, bring together a cross-section of industries and sectors and explore where others are bringing innovation to their own fields.
- Work directly with our international network to inform a decision-making and evaluation approach that demonstrates our contribution towards addressing social justice around the world.

## References

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- 14 Future Social Service Institute, Community Services of the Future: An evidence review (2018)

We are safe,  
We are well,  
We are strong,  
We are connected.

[www.goodshep.org.au](http://www.goodshep.org.au)



Good Shepherd  
Australia New Zealand