



International Social Service (ISS) Australia 2015-17 Strategic Plan

Final Draft - October 2015

Vision Into Action (VIA)



VISION

A world in which children's best interests and rights are defended,
and families are connected

MISSION:

To protect, defend and support the best interests and rights of children and families
in Australia who have been separated by international borders

SO1 - Strengthen Mission & Offering

1. Raise Awareness of ISS Australia's Services - to stakeholders, potential clients and the public (FC / FM)
2. Invest in Human Resources to Ensure Best in Class Performance (FS / MW)
3. Contribute Effectively to the ISS Network (BL / DB / FS)

SO2 - Drive Operating Efficiency

4. Establish Optimal Employment Structures to Support Service Offering (FS / CH)
5. Review Office Location to Maximise Economic Benefit (RB / FS)
6. Establish Effective Pricing Criteria and Process for our "Fee for Service" Offering (RB / FS)

SO3 - Grow Funding Streams

7. Establish Board Funding Committee to Increase Focus on Fundraising & Philanthropy (FM / VD)
8. Implement an Effective Resource Model for Fundraising & Philanthropy (VD / FS)
9. Establish clear role for Board members in Fundraising (VD / MH)
10. Grow Government Funding to Support Provision of Core Services (FS / VD)

PRINCIPLES

Best interests of the child are paramount; Neutrality; Confidentiality; Independence; Impartiality



Decision Rules

MISSION

To protect, defend and support the best interests and rights of children and families in Australia who have been separated by international borders

Participation

- We operate in the Australian market and offer our services to all clients in alignment with our pricing strategy.
- We operate as the independent Australian arm of the worldwide ISS network.
- Our clients include institutions, families and individuals in Australia, and ISS network members overseas sending referrals to ISS Australia, on behalf of their own clients.

Operating

- Our human resources will be located in Melbourne and Sydney with an eye on the horizon for changing client needs.
- We will employ staff with specific skillsets for the services we offer and also leverage third party assistance where more optimal for the expertise.

Offering

Core Services

Funded – Australia-wide (Commonwealth Govt funding)

- IPCA: Social Work and Legal Assistance

Funded – NSW (State Govt funding)

- Post Adoption Family Tracing and Reunification
- Intercountry Child Protection / Child Welfare

(NB: from 1/7/15, NSW outgoing matters will be on fee for service basis)

Fee for Service

- General & Post Adoption Family Tracing and Reunification
- Intercountry Child Protection / Child Welfare
- International Family Mediation

Non-Core Services

- Research & Policy Development
- Advocacy
- Training & Professional Development (external)

Pricing

Fee for Service (see Offering)

To be costed annually and charged as follows:

- General & Post Adoption Family Tracing }
- Intercountry Child Protection / Child Welfare } Full cost recovery
- Facilitation of kinship care placements }
- International Family Mediation }

(NB: above matters are for clients in Australia; matters referred from o/s handled free of charge in accordance with ISS network's "principle of reciprocity", with exception of kinship care assessments for institutional clients – charged at a negotiated fee plus expenses)

Non-Core Services

- Research & Policy Development } Not undertaken unless dedicated
- Advocacy } funding available or Board decision
- Training & Professional Development (external) – fee for service



Vision Statements

Our vision for ISS

- ISS is meeting the service needs of children and young people
 - There is a growing demand for services
 - The quality of services is high, and continuously improving
- ISS has stable resourcing, which enables ISS to meet the demands of its client base
 - There is increased philanthropic support from the community, including a corporate partner
- ISS is visible, heard and valued by government and the community
- ISS has a strong, cohesive and skilled and engaged team

Feedback from Clients and the Community

Clients - Adults

'I feel safe and empowered as a consequence of ISS' support'

'ISS provided us with the assistance and support to make our lives the best they can be'

Clients - Children

'I have rights'

'Thank you for helping me'

Government and Stakeholders

'ISS Australia is a strong and well-performing NGO'

'Let's involve ISS in the discussion on this issue'

The community

'How can I support ISS? What can I do to help'

'I think you need to talk to ISS - they can help you'

Strategic Initiatives



Strategic Objective	SO1 - Strengthen Mission & Offering	Owner/Support: Freia / Fiona		
Strategic Initiative	1. Raise Awareness of ISS Australia's Services - to stakeholders, potential clients and the public			
Background: <i>It is important to raise awareness of ISS Australia's services so that potential clients, stakeholders and members of the public know what ISS Australia does, who is assisted and the benefits to individuals and our society of that assistance. Public and private funding will only flow to ISS Australia if stakeholders, potential clients and the public know what we do and why.</i>		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none">• We will see increased demand for existing services• We will have multi year Commonwealth Government funding and new revenue streams (state government/s, corporations, philanthropic foundations)• We will employ more staff to meet increased demand• We will be a more recognised organisation		
External Statement: <i>ISS Australia has been assisting families separated across international borders for over 60 years. In this time the range of services we offer has changed, e.g. our casework concerning the removal of children across international borders now extends to legal assistance and mediation in addition to social work services. ISS Australia is committed to raising awareness as to who may receive a service, the type and level of service provided and the fee (if applicable) for services to clients. We want our potential clients to benefit from the professional expertise of ISS Australia staff and for stakeholders and the public to better understand our mission to support a world in which children's best interests and rights are defended, and families are connected.</i>		What Resources / Assistance Do I Need? <ul style="list-style-type: none">• ISS Australia resources required for initiative include website material, previous annual reports, operations document, last version of constitution working group's 2014 draft objective for ISS Australia constitution as it grouped services and activities• ISS International work on branding and name change is required – to consider milestone 1 date.• ISS network annual reports may be required• Fionn and staff input on ISS network and ISS Australia activities		
Key Milestones		Date	Status	Comments on Milestone Status:
1 Formulate a branding strategy that includes			On Track	<ul style="list-style-type: none">• Comments by exception on status of

Strategic Initiatives

Strategic Objective	SO1 – Strengthen Mission & Offering		Owner/Support: Fionn / Marilyn	
Strategic Initiative	2. Invest in Human Resources to Ensure Best in Class Performance			
Background: As a specialist service provider, ISS Australia’s staff – and their skills, experience and expertise – represent our single most important asset. We must invest in the support and professional development staff need to maintain service quality and meet other key goals, within a financially sustainable and viable operating model.			Vision Statements (How Will We Know It’s Complete?) <ul style="list-style-type: none">• A plan for investment in HR will be developed and implemented with staff input and Board sign-off• Plan will build on and strengthen staff resources to allow best in class performance (e.g. high quality services)• Plan will be appropriate to ISS’s limited resources	
External Statement: <i>ISS Australia will recruit, train and invest in its staff team to ensure they can continue to provide high quality services and meet key organisational goals.</i>			What Resources / Assistance Do I Need? <ul style="list-style-type: none">• Key roles for ED / Board in developing and adopting plan• All staff will be expected to demonstrate a commitment to their own professional development• Some external advice may be required	
Key Milestones		Date	Status	Comments on Milestone Status: <ul style="list-style-type: none">• To be added (when final Strategic Plan agreed and implementation begins)
Develop plan for investment in HR, including optimal professional development, with staff input		Sep 15		
Draft plan reviewed and adopted by Board		Oct 15		
Implementation of plan underway for 2015-16		Nov 15		
Review of plan’s implementation with staff input		May 16		
Plan adjusted and adopted for 2016-17		Jun 16		

Strategic Initiatives

Strategic Objective	SO1 – Strengthen Mission & Offering	Owner/Support: Barbara / Diana & Fionn
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Strategic Initiative	3. Contribute Effectively and Efficiently to the ISS Network
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Background:

The ISS network, of which ISS Australia forms part, is a key strength providing ready access to experienced casework staff in many countries worldwide. It's critical that we use (and assist) the network for the benefit of clients; participate in network research and other activities; and contribute as effectively as possible, within available resources, to governance, management and network development.

Vision Statements (How Will We Know It's Complete?)

- ISS Australia will provide high quality and responsive services to the ISS network and expect same in return
- ISS Australia will be represented in the network's governance, management, casework and other bodies
- ISS Australia will be an effective advocate for reform, modernism and change within the network

External Statement:

ISS Australia will ensure it maintains strong links to the global ISS network and contributes as effectively as possible, within limited resources, to the network's governance, management and further development and growth.

What Resources / Assistance Do I Need?

- ED's time (and resources) as PAC Chair / GB member
- Substantial investment of time and resources in 2016 IC
- Time & resources allowing CCs to participate in CC group
- Support of reformist members in advocating for change

Key Milestones	Date	Status	Comments on Milestone Status:
ED makes best use of term as PAC Chair / GB member	Apr 16		• To be added (when final Strategic Plan agreed and implementation begins)
ISS Australia hosts successful 2016 IC meeting(s)	Apr 16		
Effective contribution to network governance made	ongoing		
Effective participation in Casework Coord meetings	ongoing		
Effective contributions made to implementation of ISS's 2014-18 Strategic Plan (various SO teams)	Jun 17		

Strategic Initiatives

Strategic Objective	SO2 – Drive Operating Efficiency		Owner/Support: Fionn / Claudia	
Strategic Initiative	4. Establish Optimal Employment Structures to Support Service Offering			
Background: ISS Australia must deliver high quality casework services to meet growing client need in a difficult operating environment featuring inadequate funding for core services, and real challenges in finding new funding. In this context it's essential to optimise the structure and size of our staff team to ensure we can meet these challenges.		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none">• Staff size and structure will be reviewed and changes made where needed to realise structure agreed by Board• Final staff structure and size will be optimal for the continued delivery of high quality casework services within ISS Australia's limited resources		
External Statement: <i>ISS Australia will ensure its staff team is of optimal size and structure to facilitate the continued provision of high quality casework services within limited resources.</i>		What Resources / Assistance Do I Need? <ul style="list-style-type: none">• Key role for ED in reviewing staff structure / size• Board support needed for review and implementation of agreed structure• External advice (e.g. on HR) may be required		
Key Milestones	Date	Status	Comments on Milestone Status: <ul style="list-style-type: none">• To be added (when final Strategic Plan agreed and implementation begins)	
Review existing staff structure and team size	Sep 15			
Develop recommended staff structure for Board review	Nov 15			
Introduce (phase in) new staff structure agreed by Board	Mar 16			
Strengthen staff structure as resources allow	Jul 16			
Review staff structure to ensure effectiveness	Dec 16			



Strategic Initiatives

Strategic Objective	SO2 – Drive Operating Efficiency		Owner/Support: Rowan / Fionn	
Strategic Initiative	5. Review Office Location to Maximise Economic Benefits			
Background: Current office location is prime city rental real estate. By renting out and relocating ISS staff to another office location, this could provide a net financial benefit to the organisation with minimal impact on staff and clients		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none">• We will see net savings being generated from the move• We will have a fresh, newer rented office for staff and visitors in close proximity to the city• We will have a fresher looking owned premise from minor refurbishment which is marketable to potential occupiers		
External Statement: ISS Melbourne office is relocating to a newer office which will be more accommodating for staff and visitors, whilst providing a net financial benefit		What Resources / Assistance Do I Need? <ul style="list-style-type: none">• Ann / Fionn to provide comprehensive costs to go towards P&L effect of As Is situation• Recommended real estate agent contacts		
Key Milestones	Date	Status	Comments on Milestone Status: <ul style="list-style-type: none">• To be updated	
1. Identify possible rental for existing site/refurb costs 2. Identify locations / rentals for alternatives office site	Aug-15	On Track		
Complete business case. Socialise with office staff	Sep-15	On Track		
Present recommendation to Board for approval	Oct-15	On Track		
Office refurbishment (if required)	Dec15	On Track		
Office relocation	Jan-15	On Track		



Strategic Initiatives

Strategic Objective	SO2 – Drive Operating Efficiency		Owner/Support: Rowan / Fionn
Strategic Initiative	6. Establish Effective Pricing Criteria and Process for our “Fee for Service” Offering		
Background: It has been identified that ISS pricing criteria for our “fee for service” offering is not be optimal in that it :- <ol style="list-style-type: none">Is not reviewed with sufficient frequencyDoes not sufficiently identify full cost-recovery services vs those that do not fully recover costs		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none">We will not undertake non-core services unless fully funded“Fee for Service” offering for Australian clients is fully fundedWe will have limited declines (<10) for services from clients on the basis of the fees	
External Statement: Some of our services are not fully funded and hence we have a need to charge fees for these services to recover costs.		What Resources / Assistance Do I Need? <ul style="list-style-type: none">Fionn's and office team's input and recommendation on pricing structure	
Key Milestones	Date	Status	Comments on Milestone Status: To be updated
Propose Fee structure	Jul-15	Completed	
Approve Fee Structure (Treasurer & Exec Director)	Aug-15	On Track	
Implement new fee structure	Aug-15	On Track	



Strategic Initiatives

Strategic Objective	SO3 - Grow Funding Streams		Owner/Support: Fiona / Vedran	
Strategic Initiative	7. Establish Board Funding Committee to Increase Focus on Fundraising and Philanthropy			
Background: <i>The funding environment is becoming increasingly challenging. Although ISS is predominantly government-funded, greater focus and a more strategic approach is required to ensure continuity and stability of funding to ensure ISS can deliver its mission.</i>		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none">• ISS has stable resourcing, which enables ISS to meet the demands of its client base• There is increased philanthropic support from the community, including a corporate partner		
External Statement: <i>The role of the Board Funding Committee is to ensure continuity and stability of funding to ensure it can deliver on its mission and support children and families in need</i>		What Resources / Assistance Do I Need? <ul style="list-style-type: none">• Volunteers to participate from the Board• Suggestions for members from the Board		
Key Milestones	Date	Status	Comments on Milestone Status:	
Plan approach, define role	Oct-15	On Track		
Identify potential members	Nov-15			
Invite potential members (inc. external members)	Dec-15			
First Board Funding Committee meeting	Mar-16			

Strategic Initiatives

Strategic Objective	SO3 – Grow Funding Streams		Owner/Support: Vedran / Fionn
Strategic Initiative	8. Implement an Effective Resource Model for Fundraising and Philanthropy		
Background: Securing the resources needed to continue providing ISS Australia's core services (and essential support) is itself a resource-intensive exercise. We must plan strategically to ensure we make the most effective use of scarce resources and maximise revenue from our fundraising activities and relations with philanthropic bodies.		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none"> • Current fundraising model will be reviewed and an effective model developed and implemented • ISS Australia's funding sources and revenue streams will be secured and grown with minimum expenditure of limited resources 	
External Statement: <i>ISS Australia will ensure it makes the most effective and efficient use of all donor and other income in implementing its fundraising activities and engaging with philanthropic stakeholders.</i>		What Resources / Assistance Do I Need? <ul style="list-style-type: none"> • Key role for ED in reviewing / developing models • Appropriate input from President and Treasurer • Buy-in from all staff via ED's presentation of results and planned approach 	
Key Milestones	Date	Status	Comments on Milestone Status: <ul style="list-style-type: none"> • To be added (when final Strategic Plan agreed and implementation begins)
Review existing model for fundraising / bus. dev.	Sep 15		
Develop an effective resource model for Board review	Nov 15		
Implement the agreed fundraising / bus. dev. model	Dec 15		
Review performance of the implemented model	Jul 16		
Further review and adjustment to model if required	Dec 16		



Strategic Initiatives

Strategic Objective	SO3 - Grow Funding Streams		Owner/Support: Vedran / Margaret	
Strategic Initiative	9. Establish clear role for Board members in Fundraising			
Background:The effectiveness of the Board’s Funding Committee in providing a realistic and sustainable funding environment for ISS is dependent on the development of a clear role for Board members, to enable aspects such as the identification of possible donors (individual and corporate), the ways in which funds may be raised and the priorities and timing of possible campaigns and approaches		Vision Statements (How Will We Know It’s Complete?) <ul style="list-style-type: none">• ISS Australia has stable resourcing, which enables it to meet the demands of its client base• There is increased philanthropic support from the community, including a corporate partner		
External Statement: Board members will have a clear role in fulfilling the objectives of the Board Funding Committee in focusing on fundraising and philanthropy.		What Resources / Assistance Do I Need? <ul style="list-style-type: none">•Volunteers to participate from the Board•Suggestions for members from the Board		
Key Milestones	Date	Status	Comments on Milestone Status:	
Plan approach, define role	Oct-15			
Identify potential members	Nov-15			
Invite potential members	Dec-15			
First Board Funding Committee meeting	Mar- 16			

Strategic Initiatives

Strategic Objective	SO3 – Grow Funding Streams		Owner/Support: Fionn / Vedran
Strategic Initiative	10. Grow Government Funding to Support Provision of Core Services		
Background: Recurrent government funding for service provision remains a key contributor to ISS Australia's annual revenue (2015-16 budget = 69%). While other revenue sources must be developed and strengthened, it's in our best interests to pursue all opportunities to obtain new government funding and to strengthen existing relationships with government donors to secure and grow funding.		Vision Statements (How Will We Know It's Complete?) <ul style="list-style-type: none"> • With existing government donors (AGD, NSW, Qland), we will see current funding and agreements secured and funding levels increased • We will obtain at least one additional government donor by the Strategic Plan's mid-point (Dec 2016), with recurrent funding provided for core services 	
External Statement: <i>ISS Australia values the contribution made by government donors towards the cost of providing its core services, and will strive to strengthen its relationships with Australian Governments to ensure funding for core services is secured and strengthened.</i>		What Resources / Assistance Do I Need? <ul style="list-style-type: none"> • Submissions require systematic planning and preparation by service staff and managers • Relationship-building requires active engagement by all staff and dedicated strategy implemented over life of Plan 	
Key Milestones	Date	Status	Comments on Milestone Status:
Obtain outcome to our Vic Government submission	Aug 15	On Track	<ul style="list-style-type: none"> • Vic Government submission was unsuccessful (letter mid-August) • Further discussions with AGD tentatively scheduled for Dec 15 • Full impact of NPSS in 2015-16 can be assessed at EOFY
Develop plans for alternative submissions in SA, WA, Tas	Oct 15		
Seek multi-year agreement and additional \$ from AGD	Jan 16	On Track	
Grow NSW revenue via NPSS arrangement in 2015-16	Jun 16	Underway	
Secure one additional source of government funding	Dec 16		



Strategic Objectives – SP 2012-2014

INTERNATIONAL SOCIAL SERVICE (ISS) AUSTRALIA

Concise 2012 – 2014 Strategic Plan

Strategic Objective (SO) 1: Strengthen and extend existing services

- Strengthen and extend services through measures including professional development, support for casework best practice, client feedback mechanisms and an organisational culture of collegiality and excellence
- Improve ISS Australia's visibility in the Australian not-for-profit sector and public domain through effective publishing, marketing, communications and publicity activities
- Participate in strategic networks relevant to ISS Australia's services and interests

SO2: Identify emerging needs and establish new services

- Identify the need for new services through casework trends, research, feedback, networking and in response to external opportunities, and pursue the development and establishment of new services where appropriate
- Develop and deliver an international family mediation service
- Develop and implement plans to extend and diversify professional services including training design and delivery, policy development, research and advocacy
- Design, obtain funding for and implement a capacity building project in a Pacific nation

SO3: Build a robust organisation

- Continue to build organisation capacity through fundraising, establishing new services and profile raising, and ensure adequate staff resources to facilitate these measures

- Undertake a review of organisational systems (governance, management, finances, admin, HR, IT etc) to identify and prioritise those requiring further development
- Develop concise policies and procedures on services, governance and management, HR, OH&S, finances and other areas that will enhance operational effectiveness

SO4: Pursue financial sustainability

- Pursue recurrent government funding for all key services provided by ISS Australia, including from relevant departments of the Victorian and Commonwealth Governments
- Pursue multi-year donations from philanthropic and corporate donors that will allow ISS Australia to cover its annual service provision costs while seeking recurrent funding
- Continue seeking donations (individual and corporate) and bequests that will grow the Anne Cordner Fund corpus and begin making a contribution to service costs

SO5: Contribute effectively to the ISS network

- Contribute effectively to the network's meetings and other processes, to advance a rights-based, progressive and modernising approach with like-minded network members
- As a regional branch of reference, take a leadership role in the Pacific region on network development, through capacity building and other activities coordinated with the GS



Strategic Objectives – SP 2009-2011

KEY STRATEGIC OBJECTIVES

ISS Australia will focus on the following five strategic objectives during 2009-2011. Unforeseen circumstances and developments in that period may require revision of the strategic objectives and the specific goals associated with them.

Strategic Objective 1: Achieve financial viability

Specific goals include:

- Identify and pursue opportunities for new business and service provision appropriate to ISS
- Establish and market a suitable fundraising tool to support and secure ISS's future
- Foster an organisational culture of "social entrepreneurialism"

Strategic Objective 2: Build organisational capacity

Specific goals include:

- Ensure adequate staff time and resources are allocated to building organisational capacity
- Develop other organisational resources including memberships, access to information and networks in relevant fields and participation in professional bodies and activities
- Ensure adequate resources are available for professional development so that staff can extend available services and develop new areas of expertise for ISS

Strategic Objective 3: Effectively rebrand, market and network

Specific goals include:

- Review ISS's name, logo and other organisational identifiers to ensure branding reflects and communicates ISS's unique history, values and services
- Effectively market ISS's services and capacity to stakeholders, potential clients and the public, using all available communication channels and both printed and online resources
- Identify and participate in a range of strategic networks relevant to ISS's services and interests

Strategic Objective 4: Extend casework services into new areas

Specific goals include:

- Maintain and enhance the quality and effectiveness of ISS's existing casework services
- Develop capacity in policy development and related areas and pursue opportunities for new business or services in these areas
- Develop capacity in training design and delivery and pursue opportunities for new services

Strategic Objective 5: Effectively contribute to the ISS network

Specific goals include:

- Ensure ISS contributes to efforts in the international network's meetings and other forums
- Develop and implement plans for ISS to take a leadership role in the Asia-Pacific region or Pacific sub-region through mentoring, network development, training and capacity building