

# Strategic Plan 2018 - 2020

<b>Strategic Objectives</b>			
<p><b>The World We Want</b> Children, young people and adults are safely connected to family anywhere in the world</p>	<p><b>SO1:</b> Grow revenue and diversify income streams through properly planned and resourced fundraising and business development activity, to ensure ISSA's financial viability and sustainability</p>	<p><b>SO2:</b> Meet existing and emerging client needs through extending existing services and identifying and building new services, and by ensuring service excellence is achieved</p>	<p><b>SO3:</b> Enhance and strengthen organisational systems to ensure ISSA is fully capable of delivering on its mission</p>
<p><b>What We Do</b> We support children, young people and families separated across international borders</p> <p><b>Our Focus</b> International:</p> <ul style="list-style-type: none"> <li>➤ Adoption</li> <li>➤ Child Abduction</li> <li>➤ Family Tracing</li> <li>➤ Child Safeguarding</li> <li>➤ Surrogacy</li> </ul> <p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>➤ Social Work</li> <li>➤ Legal</li> <li>➤ Mediation</li> </ul>	<p><b>Initiatives</b></p> <p>I1.1: Proactively seek out and respond to all opportunities for government funding in areas relevant to mission, including development and execution of a government engagement strategy</p> <p>I1.2: Establish a viable and sizeable philanthropic program</p> <p>I1.3: Establish and maintain donor programs to diversify ISSA's donor base and boost income</p> <p>I1.5: Develop a corporate partnerships program and establish at least two partnerships, including one with a major law firm</p>	<p><b>Initiatives</b></p> <p>I2.1: Extend existing services by developing viable models for ICA / post-adoption tracing and support services, legal services and child-focused projects in S/SE Asia and the Pacific</p> <p>I2.2: Build new services focusing on IPCA post-return child support, international child contact, new forms of family formation and international child welfare (based on NSW FaCS-funded service)</p> <p>I2.3: Promote all services including to CALD communities, via a dedicated IPCA website and dedicated marketing of fee-based services</p> <p>I2.4: Develop new business opportunities using existing expertise / materials</p>	<p><b>Initiatives</b></p> <p>I3.1: Strengthen staff engagement in mission, SP implementation and business development</p> <p>I3.2: Build a positive organisational culture based on trust, collegial practice and transparency</p> <p>I3.3: Develop and document comprehensive policies / procedures in HR, finances, services etc</p> <p>I3.4: Develop flexible IT systems allowing staff to operate effectively, including casework databases</p> <p>I3.5: Develop systems and tools to assess client satisfaction and evaluate services and impact, including metrics on service usage and outcomes.</p> <p>I3.6: Ensure effective collaboration with and input into the ISS network, including in the A-P Region</p>
<p><b>What is Important to Us</b></p> <ul style="list-style-type: none"> <li>➤ Children's rights and best interests</li> <li>➤ Belonging to the ISS network of over 130 countries</li> <li>➤ Caring for people in international family situations</li> </ul>	<p><b>Results</b></p> <p>R1.1: All government funding opportunities in relevant areas are identified and responded to</p> <p>R1.2: Links with key philanthropic bodies are established and submissions developed and made</p> <p>R1.3: One or more donor programs are developed, implemented and maintained</p>	<p><b>Results</b></p> <p>R2.1: Existing services are extended and strengthened via new funding or development of viable and suitable business models</p> <p>R2.2: New services are designed, developed and established via funding or development of viable and suitable business models</p> <p>R2.3: All services are effectively promoted, with dedicated marketing of fee-based service</p>	<p><b>Results</b></p> <p>R3.1/2: Staff engagement in mission is strengthened and a positive culture enhanced</p> <p>R3.3: A comprehensive Policies and Procedures manual is drafted, endorsed, shared and used</p> <p>R3.4: Casework databases and IT systems allowing staff to connect between offices are implemented</p> <p>R3.5: Tools to assess client satisfaction and evaluate service quality and impact are developed</p>