



SHINE for Kids<sup>®</sup>

support - hope - inspire - nurture - empower

# Strategic Plan 2011-2014



SHINE for Kids recognises the Traditional Custodians of Australia and the local Aboriginal communities where SHINE for Kids provides services.



# Our Vision

Building futures where kids can *shine*

SHINE for Kids' intent is to change the lives of children of prisoners. They are hidden victims of crime – it's not their fault, but they suffer.

Their suffering includes peer stigma, shame, isolation, fear, confusion, grief, loss of child-parent bonds, and educational withdrawal.

The result of this suffering in the longer term is that children do not realise their potential, and a high risk of creating a cycle of intergenerational offending.

SHINE for Kids provides opportunities for children to take a new life journey and to build a future in which they can *shine*.



# Our Purpose

SHINE for Kids works with and for young Australians affected by family member involvement in the criminal justice system. We support them and help create hope, we inspire them to reach their potential, we nurture their growth and we empower them to succeed.

SHINE for Kids is a unique community-based Australian service. SHINE for Kids seeks futures where children and young adults with family member involvement in the criminal justice system can *shine*. It does this by working with everyone concerned to:

- a. Support, help, inspire, nurture and empower in a child-centred manner. SHINE for Kids' work is conducted in a way that is appropriate to each child's unique background, listens to the voice of the child and acts in their best interest.
- b. Break cycles of intergenerational offending, reuniting and strengthening families if possible. SHINE for Kids also works with community and government to address systemic issues that impede children's futures.
- c. Develop and provide services to help as many children as possible, at their point of need.

# Our Core Values

## Child-focused

- We will focus on the best interests of children and young people at all times
- We will consult children and young people and consider their issues

## Integrity

- We will treat people consistently and with respect
- We will respect confidentiality
- We will act lawfully and ethically
- We will fulfil commitments we have made

## Empowerment

- We will provide children and young people, their families and carers with the necessary tools to achieve each child's fullest potential
- We will encourage people to accept responsibility and be accountable for their actions
- We will celebrate and recognise achievements, innovation and initiative

# Key Result Areas

## Build resilience

We will support, help, inspire, nurture and empower in a child-centred manner that is appropriate to each child's unique background, listens to the voice of the child and acts in their best interest.

### 1 Listen to children

We will collect, analyse and act upon the voices of children in our services, and will learn from the voices of children as expressed in research literature. We will then integrate these voices into our service delivery goals and practices. Our effort will be measured through the application of children's voices into our service delivery practices. Our effectiveness will be measured by extent to which children surveyed agreed that they felt listened to.

### 2 Be culturally appropriate

We will establish and pursue strategies to ensure that everything we do is appropriate to each child's cultural identity. We will measure our effort through the take-up of our services by different cultural communities. We will know we are being effective if the outcomes we achieve are the same across children from different cultural communities.

### 3 Meet children's needs

We will act in the best interests of children at all times and will establish personal case plans that are tailored to each child's particular needs. Our effort will be measured through our success in achieving the goals established in these case plans. Our effectiveness will be demonstrated through feedback from children that their needs have been met.

## Create brighter futures

We will break cycles of intergenerational offending, reuniting and strengthening families if possible. SHINE for Kids also works with community and government to address systemic issues that impede children's futures.

### 4 Celebrate success

We will encourage children to reach for their potential by letting them see their peers succeeding, through case studies, mentoring and other initiatives. We will share these success stories with our stakeholders to encourage stakeholder engagement and support for our organisation. Our effort will be demonstrated by the number and variety of success stories we share, and our effectiveness by the number of children who become role models and mentors.

### 5 Advocate for children

We will use our skills, knowledge and insight to advocate on behalf of children where their voices are not heard. Our effort will be demonstrated through policy positions and submissions we prepare that seek a positive influence on government policy. Our effectiveness will be demonstrated when governments and government departments adopt policy positions that align with the positions we have been advocating.

### 6 Break the cycle of intergenerational offending

We achieve this by being where we are needed, by building resilience, by encouraging and celebrating success, and through our advocacy. While this objective is at the core of our work our effectiveness (and ultimate success) can take twenty years or more to be demonstrated through reduced incarceration rates. In the meantime, our effort can be measured through young adults leaving our service and successfully integrating into their chosen community.

## Provide needed services

We will develop and provide services that help as many children as possible, at their point of need. We do this to enable kids to *shine*.

### 7 Build capacity

We will continue to be the leading Australian organisation in our field. We will establish and pursue strategies to build our internal organisational capacity to achieve our vision and purpose. We will help other organisations build their capacity where this will benefit children of prisoners. We will know our efforts are succeeding if our performance indicators improve, and that we are effective if other organisations adopt our practices.

### 8 Secure financial position

We will establish and pursue strategies to meet or exceed our annual budget, and in doing so we will accumulate over time sufficient reserves to enable us to initiate new services where need is greatest. We will measure our effort by our year-to-date budget variance and our effectiveness by increases in our financial reserves.

### 9 Organic growth

By building our capacity and securing our financial position, we will be able to establish and pursue initiatives to ensure our services help as many children as possible, at their point of need. Some of these initiatives will directly target the children, some will target their family, peers and community. Our ultimate goal is to be able to support children at any correctional facility in Australia. We will measure our effort by the number of people engaged in our services, and our effectiveness by reductions in the level of unmet need for the services we can provide.

# Strategic ambitions

We have some immediate goals, and some longer-term, ultimate goals. For some objectives our ultimate goal can be achieved during the period of this strategic plan – the immediate and ultimate goals are the same.

Key result area	Objective	Immediate goal	Ultimate goal
Build resilience	Listen to children	Integrate the voice of children into service delivery	
	Be culturally appropriate	Align our work with children’s cultural identity	
	Meet children’s needs	Act in the best interests of children	
Create brighter futures	Celebrate success	Acknowledge and encourage success	
	Advocate for children	Positive influence on government policy	Social justice for children
	Break the cycle	Create opportunities to achieve brighter futures	Break the intergenerational cycle of crime
Provide needed services	Build capacity	Be the leading Australian organisation in our field	
	Secure financial position	Financial sustainability	Cash reserves to fund strategic investments
	Organic growth	Reach as many children as possible	A presence in every prison

# Measuring success

We have indicators that show how much effort we are putting in, and indicators that show if we are succeeding in achieving our vision and purpose. To achieve our plan, we will gradually move our focus from immediate effort to long-term effectiveness.

Key result area	Objective	Leading indicator of success (the effort we are applying)	Ultimate indicator of success (our effectiveness)
Build resilience	Listen to children	Service delivery approaches aligned with evidence base	Ratio of core service recipients that feel listened to
	Be culturally appropriate	Achieve internal cultural diversity targets	Similar outcomes are achieved regardless of cultural identity
	Meet children’s needs	Case plan outcomes achieved	Ratio of core service recipients satisfied with the services received
Create brighter futures	Celebrate success	Success stories shared with stakeholders	Number of children acting as role models and mentors
	Advocate for children	Evidence based policy positions established and articulated	Policy positions adopted by government
	Break the cycle	Positive transitions from our service	Reduced incarceration rates of those whose parents were in prison
Provide needed services	Build capacity	Improvements across all indicators	Organisations adopting our practices
	Secure financial position	Actual vs budget financial results	Increased financial reserves
	Organic growth	Number of people engaged (active case plans)	Reduction in unmet need