



SHINE for Kids®



2020 Vision

LOOKING AHEAD TO 2020

SHINE for Kids was founded in 1982 to change a reality that no-one wanted to acknowledge:

“ Child punishment is often the other side of the coin to parental imprisonment. This is one of those shadowy corners of the criminal justice system seldom spotlighted. In our society, prisoners are marginalised; their spouse and adult friends isolated and hidden; while their children to all intents and purposes are invisible. ”

– ‘Children of Imprisoned Parents Report’
Family and Children’s Services Agency, 1982

Since that year SHINE for Kids has been working to change this reality, currently working with over 5,000 children and young people from 20 locations across New South Wales, the ACT, Victoria and, shortly, northern Queensland.

With increasing rates of parental* incarceration across Australia and greater numbers of children impacted, the need for an organisation uniquely focused on these children and with the depth of expertise that comes from 30 years of working in this area has never been greater.

Our 2020 vision is to build futures for kids where they can shine and best the best person they can be. This means, a vision:

- to reduce intergenerational crime and build positive futures;
- for community acceptance, care and support for children, young people and their families;
- that addresses the unique challenges of Aboriginal and Torres Strait Islander children and their families;
- that improves the lives of children by expanding the perspective of their parents;
- where the justice system supports the rights of children;
- of a national profile and presence so we can be accessible to more children.

We provide support from infancy to adulthood with outcomes based on different ages and stages. Every child and family is different and cannot be treated with the same standard program; our mission is to be able to deliver the best service and support for each family, providing a network that can reach children in need and give the support to these families.

SHINE for Kids is not alone in this and we work with many organisations helping children to achieve the outcomes we seek.

It is also important to educate Australians about this reality that affects thousands of families in this country; we will be the visible face of the movement that breaks the old prejudices and enables support to the affected children, young people and their families.

This is the future that SHINE for Kids wants for children and young people who experience having a parent in prison. What we will do and how we will do it as we approach 2020 is set out in the following pages.

We invite you to join with us to build futures for kids where they can shine and be the best person they can be.

Helen Wiseman
Chair, SHINE for Kids
June 2015



Our vision

Building futures for kids
where they can **shine**
and be the best person
they can be.

2020



A vision to reduce intergenerational crime and build positive futures.

Research confirms a greater chance of intergenerational criminal behaviour in families.

Our continuum of programs will comprise a diverse approach to supporting our children and young people to become well adjusted adults – interrupting the cycle of intergenerational crime.



A vision for community acceptance, care and support for children, young people and their families.

It is not the fault of the child that their parent is in prison, yet they often bear the stigma of it.

Prejudices will be broken. The community will accept a greater sense of responsibility for creating a positive future for these children and their families.



A vision that addresses the unique challenges of Aboriginal and Torres Strait Islander children and their families.

Aboriginal and Torres Strait Islander people are vastly over-represented in the Australian prison population.

Our programs focused on Aboriginal and Torres Strait Islander people will be specifically designed to effectively engage with parents, families, Elders and communities to reduce recidivism and reinforce their cultural pride.



A vision that improves the lives of children by expanding the perspective of their parents.

Parents can be unaware of the full impact of their incarceration on their children.

We will offer incarcerated parents the opportunity to understand the vital importance of their family role, and support them with pathways to a meaningful contribution to their children's lives.



A vision where the justice system supports the rights of children.

Separation of a child from a parent is traumatic and can be detrimental to their long-term well-being.

When sentencing a parent our justice system will consider the needs of the child; there will be support structures in place to retain the child-parent bond during incarceration.



A vision of a national profile and presence.

Children and young people with parents in the criminal justice system are often forgotten, ignored and invisible.

In all States and Territories we will be the 'go to' organisation advocating the rights and supporting the needs of children with a parent in the criminal justice system, and actively build around us a 'network of support' complementing our continuum of programs. We will be accessible to more children.



Our purpose

Who we are

SHINE for Kids is a child- and youth-focused organisation that for over 30 years has been supporting and advocating for children with a family member in the criminal justice system.

Our purpose is to reduce inter-generational crime and to facilitate a future for these children where they grow into well adjusted, educated young adults with hope and a sense of purpose.

We listen to their needs and act in their interests. We work with other organisations, government, corporates, funders and the community to deliver programs and services that are tailored to their needs and backgrounds. We are here to reach as many children and young people as possible; at any stage in their life – from infancy through childhood to adolescence.

We achieve this through a continuum of age-appropriate cultural and developmental programs, services and facilities:

- Child and Family Centres
- Parental bonding and relationship-building activities
- Case management
- Mentoring
- Education assistance
- Well-being and self development
- Peer support
- Advocacy



What we do

We ensure these children are visible and that they have access to opportunities like any other child in the community.

We **support** them. We give them **hope**. We **inspire** them. We **nurture** and **empower** them.

- We listen to the voices of children and respond to their needs
- We are a child-safe organisation
- We are the 'go to' organisation for children with parents in the criminal justice system
- We raise the profile of this group of children
- We provide a continuum of programs and services
- We are part of a social network focused on the rights of children
- We have a capable and experienced board and management
- We lead and participate in debate
- We create broader community awareness and engagement
- We have efficient internal systems and processes
- We attract passionate and diverse volunteers
- We demonstrate positive social impact and outcomes
- We are sustainable
- We have a national presence



Our values

Being child-focused

- We focus on the best interests of children and young people
- We listen to children and young people and respond to their needs
- We are a child-safe organisation

Having integrity

- We treat people fairly and with respect
- We uphold confidentiality
- We act lawfully and ethically
- We fulfil commitments

Fostering empowerment

- We provide children, young people and their support networks with the tools to achieve their potential
- We encourage people to accept responsibility and be accountable for their actions
- We celebrate and recognise achievements, innovation and initiative

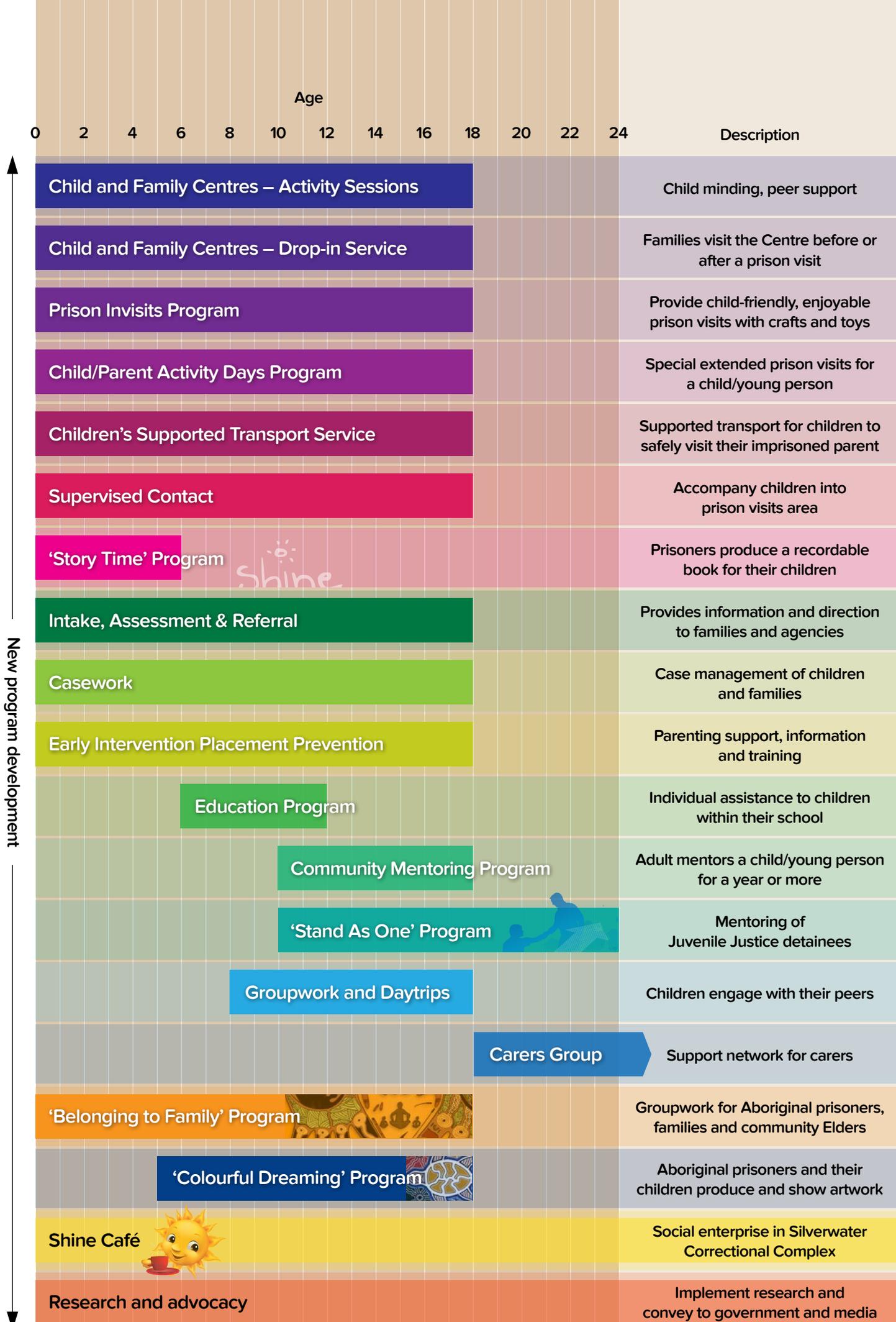
The groups we work with

Our principal purpose is to elevate and support the rights of children who have a parent or parents in the criminal justice system. We are here to give them hope and facilitate opportunities for individual well-being and success.

We work with the children. We partner with their families, government, corporates, funders, staff and volunteers, and the community so that opportunities are available and accessible.

Our stakeholders and beneficiaries, nationally and internationally, include:

- **Children and young people**
All ages, all backgrounds – socio and economic, culture and abilities
- **Families**
Immediate and extended families who are responsible for the care and well-being of the child
- **Government**
Federal, State, Territory and Local – all agencies whose charter affects children with a parent in the criminal justice system
- **Custodial facility operators**
Both government and non-government
- **Philanthropists and donors**
Funders, trusts, foundations and individuals
- **Social purpose groups**
Focused on rights, opportunities, and providing support
- **Corporates**
Public and private companies
- **Staff**
All staff of SHINE for Kids – corporate, state-based and program-focused
- **Volunteers**
All volunteers nationally who give their time freely and unconditionally
- **Board and management**
Individuals attuned to their own life experiences and experienced in business, community and social impact
- **The community**
Australia-wide, the local human environment with which we interact daily
- **Non-Government**
Community-managed organisations
- **Research bodies**
Universities and other institutions



A continuum of support from infancy to adulthood

Direct Outcomes	Social Outcomes
<ul style="list-style-type: none"> • Children feel supported, less stressed and isolated • Lives are 'normalised' with improved family relationships 	<p>A reduction in trauma, anxiety and isolation around incarceration promotes healthy, happy families.</p>
<ul style="list-style-type: none"> • Families feel supported in prison environment • Carers are better informed about the criminal justice system and community support options 	
<ul style="list-style-type: none"> • Transforming an otherwise alienating prison visit experience for children fosters a positive association with see their parents • Adults can have conversations children should not overhear 	
<ul style="list-style-type: none"> • Parental bond is maintained and strengthened to a depth not available through an ordinary prison visit 	
<ul style="list-style-type: none"> • Children retain a vital bond to their parents where otherwise there would be none at all • Visits reduce anxiety and fear about the parent's wellbeing 	
<ul style="list-style-type: none"> • Children retain a vital bond to their parents • Visits reduce anxiety and fear about the parent's wellbeing 	
<ul style="list-style-type: none"> • An important parenting/bonding activity can be undertaken remotely • Increases literacy of both child and parent 	
<ul style="list-style-type: none"> • Links families to appropriate support agencies • Reduces stigma and isolation for children and their carers 	<p>The formidable range of real-life challenges facing families of prisoners are addressed to maintain cohesiveness and overcome disadvantage.</p>
<ul style="list-style-type: none"> • Provide children and young people with practical support • Children and parents re-establish/maintain relationships 	
<ul style="list-style-type: none"> • We identify issues and provide critical early assistance to prevent escalation 	
<ul style="list-style-type: none"> • Improved engagement with education and confidence with learning • Increased self esteem 	<p>Children and young people are inspired to make futures that steer away from crime and its consequences.</p>
<ul style="list-style-type: none"> • More optimistic outlook for healthier life choices • Greater interpersonal skills and greater self esteem 	
<ul style="list-style-type: none"> • Recidivism is reduced • Intergenerational crime cycle is broken 	<p>Children and families are empowered to connect and unite against isolation and stigma.</p>
<ul style="list-style-type: none"> • Reduce isolation and stigmatism • Increase children's social competence and self esteem 	
<ul style="list-style-type: none"> • Group provides emotional support to members • Practical information assists with everyday challenges • Referrals to appropriate support agencies 	
<ul style="list-style-type: none"> • Identifying and relating to cultural heritage • Builds the child's confidence: academic, social or emotional • Children and parents re-establish/maintain relationships 	<p>Aboriginal and Torres Strait Islander people are supported to draw on their culture and heritage to overcome the challenges of incarceration.</p>
<ul style="list-style-type: none"> • Parents in the criminal justice system explore personal challenges, strengthen identity • Children reconnect with their parents 	
<ul style="list-style-type: none"> • Visiting families are provided with healthy food options • Parents in the criminal justice system gain hospitality experience • Raises funds for and awareness of SHINE for Kids 	<p>Our social enterprise supports our vision.</p>
<ul style="list-style-type: none"> • Improves community awareness and knowledge of issues • Shares experience and expertise, enabling best practice 	<p>Legislation meets the needs of children.</p>



Our objectives

Our 2020 vision involves 5 objectives

1. Delivering frontline programs and services with proven outcomes for children
2. Advocating for the rights of children
3. Being a thriving and sustainable organisation in which to work and volunteer
4. Sharing our story
5. Being responsible, accountable and financially sustainable

1

Delivering frontline programs and services with proven outcomes for children

Key strategies

- Develop a continuum of services for all ages of children and young people
- Access research nationally and internationally to shape existing and new programs
- Develop a strategy to have services in all States and Territories in Australia
- Create a partnership program with other 'child-focused' organisations
- Promote the evidenced-based outcomes of the programs/services
- Plan and align resources to support a national presence

2020 outcomes

- A range of connected services that are adaptive, scalable and cater for all children and young people
- An integral and active participant in a network of 'child-focused' service organisations
- Increased number of children accessing and participating in our programs nationally
- National resource infrastructure that delivers the programs and services
- A compelling base of evidence to improve the sustainability of each program



2 Advocating for the rights of children

Key strategies

- Lead and promote debate on the rights of children as it relates to children with parents in the criminal justice system
- Develop an advocacy strategy
- Lead debate on the needs of children of prisoners and impact to the community

2020 outcomes

- Increased number of government policies that incorporate the needs of children of prisoners
- Changes in legislation
- Investment of funding by government
- Criminal justice systems take into account the needs of children and their families
- Reduction in stigma

3 Being a thriving and sustainable organisation in which to work or volunteer

Key strategies

- Create a national resource and service infrastructure
- Be recognised as employer of choice
- Acknowledge staff contributions and reward achievements
- Attract volunteers with an accessible, rewarding volunteer framework and monitor satisfaction levels
- Develop succession plan for key leadership positions

2020 outcomes

- Our staff and volunteers report high satisfaction levels
- All staff have individualised training and development packages
- Volunteer participation, training and engagement opportunities are provided
- Succession plans for all key leadership positions including CEO and Chair

4

Sharing our story

Key strategies

- Develop a brand strategy as the 'go to' organisation for children with parents in the criminal justice system
- Develop a community awareness strategy that educates and makes this group visible
- Engage with media outlets and agencies
- Ensure digital channels (website, e-news and social media) are relevant, accessible and aid in service delivery
- Identify research programs and engage researchers
- Promote the evidence of success of our programs and services

2020 outcomes

- Awareness of the issues facing children of prisoners in the community, schools, and service-based organisations
- National awareness of SHINE for Kids as 'go to' organisation
- Recognition as industry leader in supporting children and young people
- Awareness of programs and evidence-based outcomes

5

Being responsible, accountable and financially sustainable

Key strategies

- Measure social impact for key programs and investigate opportunities to establish social enterprises
- Develop new and innovative methods of fundraising to attract and secure new sources of funding
- Maintain and develop existing sources of funding – government and private
- Undertake a program audit for financial performance and sustainability
- Set targets for growing organisational capital reserves
- Continue to enhance and improve governance and financial reporting policies and practices
- Environmental impacts to be considered when designing and implementing programs

2020 Outcomes

- Social impact measurement and reporting will be established for key programs
- Our donor and supporter base is grown, diversified and their engagement deepened
- Deliver improved operational effectiveness and improvements in program efficiency
- Improved ratio of capital reserves to funding
- Enhanced reputation for transparent, best practice governance and financial reporting
- Sustainable practices are embedded in our activities to minimise environmental impact

Our locations

Prisoner numbers as at 30 June 2014



CHILD AND FAMILY CENTRES, NSW ●

Bathurst, Cessnock, Goulburn, Junee, Kempsey, Nowra, Parklea, Silverwater, Wellington, Windsor

SERVICES LOCATED

- Long Bay Hospital and Long Bay MSPC, NSW (Worker located)
- Frank Baxter Juvenile Justice Centre, Kariiong NSW (Worker located)
- Barwon Prison, Lara VIC (Prison Invisits)
- Dame Phyllis Frost Centre, Ravenhall VIC (Prison Invisits)
- Metropolitan Remand Centre, Ravenhall VIC (Prison Invisits)
- Alexander Maconochie Centre, Canberra ACT (Worker located)
- Bimberi Youth Justice Centre, Kenny ACT (Worker located)
- Townsville QLD (Commencing September 2015)

OFFICES

- Head office, Silverwater NSW
- Victoria office, Footscray VIC



SHINE for Kids®

support - hope - inspire - nurture - empower

Organisation	SHINE for Kids Co-operative Ltd
Established	1982
Status	Endorsed by Australian Taxation Office as Deductable Gift Recipient (DGR) 1; registered as an Australian Charity
Patron	Ann Symonds
Chair	Helen Wiseman
CEO	Gloria Larman
Board	11 Directors
Ambassador	Danielle Cormack
Staff	52*
Volunteers	300+

*As at 31 March 2015



enquiries@shineforkids.org.au



twitter.com/shineforkids



facebook.com/shineforkids



youtube.com/shineforkids

For all other contact details see
www.shineforkids.org.au/locations



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