

STRATEGIC PLAN 2021-2023

JANNAWI FAMILY CENTRE



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1 ABOUT JANNAWI

1.1 JANNAWI FAMILY CENTRE

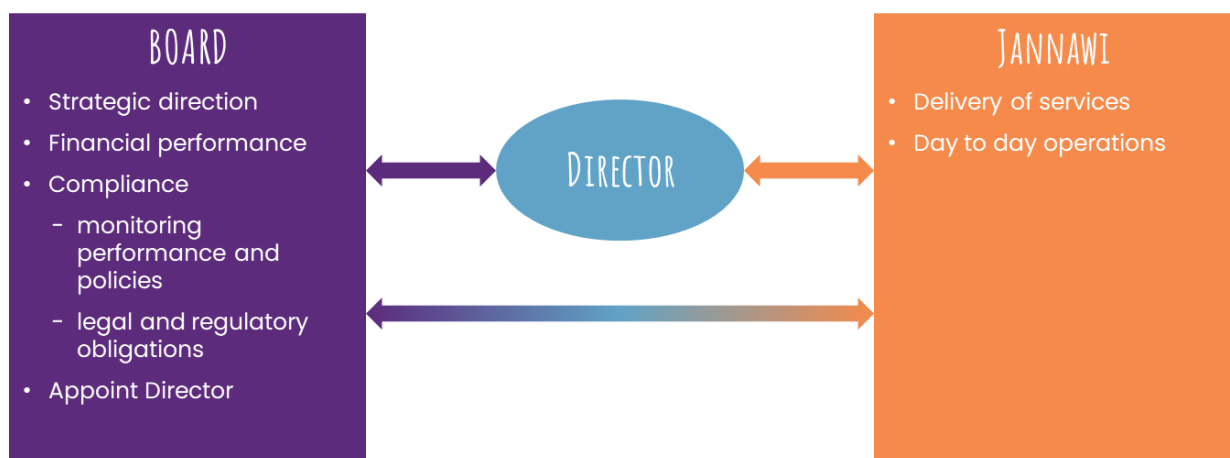
Jannawi Family Centre was established as the Wiley Park Centre in 1978 (renamed Jannawi Family Centre in 1991) and provides a range of services to vulnerable children, families and communities in south west Sydney. The Centre's primary purpose is to protect children who have experience trauma through violence, neglect, physical, psychological or sexual assault.

Jannawi Family Centre has two funded programs. The Family Program is the continuation of a unique model of child protection established in 1978 as one of the first child protection services in Australia. A multidisciplinary team provides an intensive and comprehensive range of services to children and families and shares their knowledge and experience with other services through training and presentations.

Community Connections is a bilingual family support service for families with young children from culturally and linguistically diverse backgrounds. It contributes to the well-being of young children and families by delivering and facilitating access to appropriate services and connecting families to the local community and social networks.

The Jannawi team consists of 10 part-time staff, five in the Family Program, three in Community Connections and a Centre Administrator and Director.

The Jannawi Family Centre Board is made up of a group of volunteers with a passion for the important role of the organisation in helping children, families and communities. Board members are responsible for the effective governance of the services delivered by Jannawi Family Centre as outlined in the following diagram.



1.2 JANNAWI CONNECTIONS INCORPORATED

Jannawi Connections Incorporated was established in 2013 to attract, receive and provide funds for the Jannawi Family Centre. Jannawi Connections' primary focus is raising funds to expand the services of the Jannawi Family Centre including new premises. Jannawi Connections

Incorporated also provides short-term funding to support Jannawi Family Centre's staff and services. Jannawi Connections Incorporated has a separate governing Board and separate Strategic Plan.

2 STRATEGIC CONTEXT

Jannawi operates in an increasingly contested environment with increasing demands for services. Covid 19 has also continued to impact on both the delivery of and demand for services. This has meant changes in how Jannawi reaches out to and supports families and communities with increasing use of technology.

An important change in our operating environment in the next two years will be establishment of Jannawi Family Centre as an independent, community organisation. Jannawi Family Centre has been an organisation of the Uniting Church since it was established by the Lakemba Uniting Church in 1978. In August, 2020, the Lakemba Uniting Church, despite seeing Jannawi as a valuable community service, felt that they could no longer support Jannawi as a mission activity of the Church and should instead release it to be an independent, community-based organisation. A smooth transition to the new organisation will be a key focus in the next two years.

In the past two years since the last update to the Strategic Plan, Jannawi has continued to strengthen its reputation in the sector and build the trust of the community. Jannawi has secured a five-year funding contract with the Department of Communities and Justice under the Targeted Earlier Intervention program. Jannawi's holistic and family focussed model of support continues to be at the centre of our services with the safety and wellbeing of children always the first priority.

A key strength of Jannawi is its dedicated and passionate staff with many of them working for Jannawi for more than five years.

3 OUR STRATEGIC DIRECTIONS FOR THE NEXT 2-4 YEARS

3.1 STRATEGIC FRAMEWORK

In delivering its services and programs, Jannawi focuses on the wellbeing of the individuals we work with. The aim is to contribute to improvements in safety and resilience of children and families. At the same time our work also contributes to the development of a strong and resilient community in which the wellbeing of all its members can be enhanced.

All our efforts are directed towards achieving or contributing towards better outcomes for children and families.

Our strategic directions for the next 2-4 years are to be delivered within an outcomes-based framework. This is illustrated in the diagram on the following page. Our values guide the way that we work and the priorities are the important things we must do to deliver on our intended outcomes.

3.2 VISION AND PURPOSE

Vision

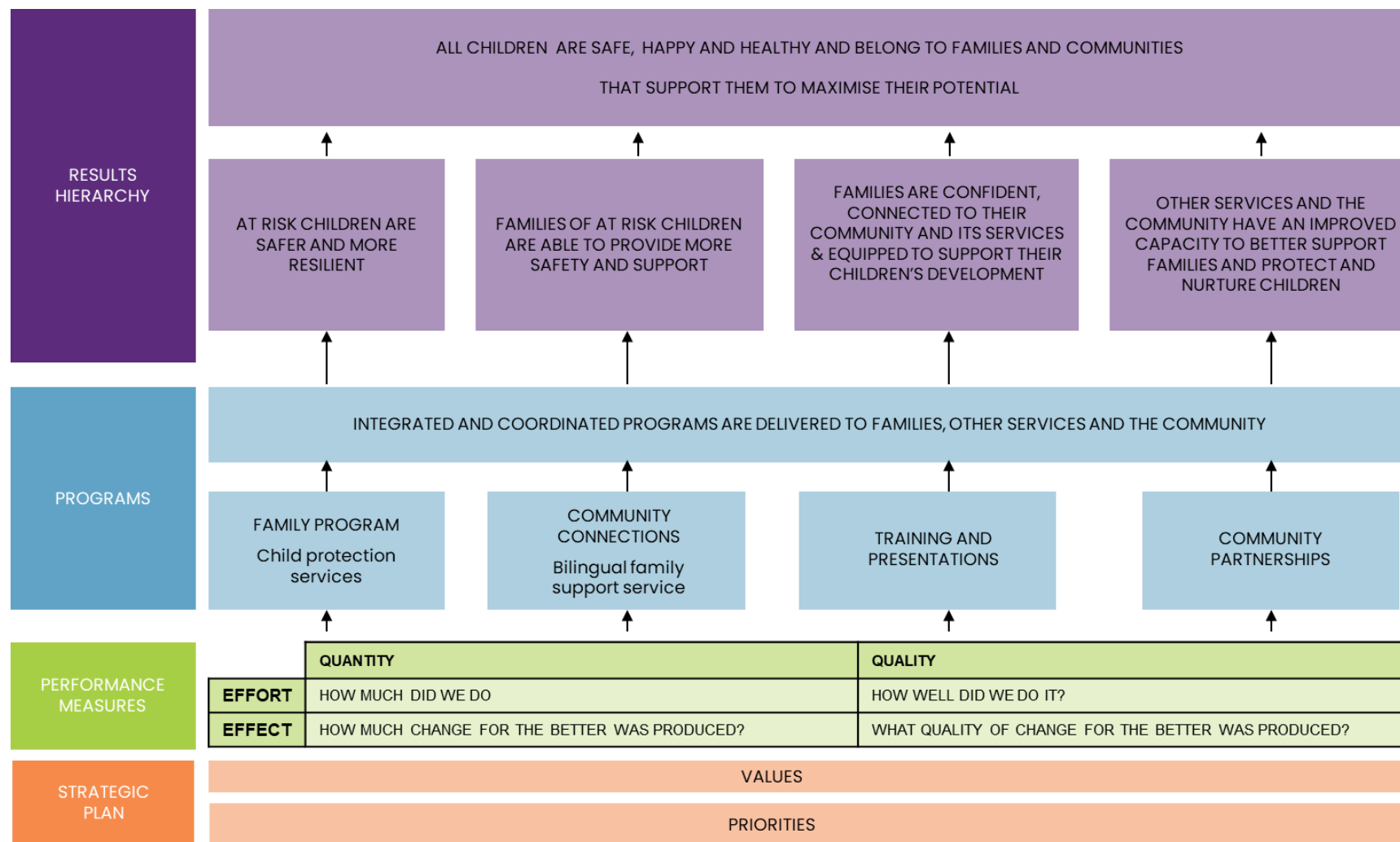
Children are safe, happy and healthy and belong to families and communities that support them to maximise their potential

Purpose

Our charitable purpose is to advance social and public welfare by:

- providing trauma-informed, holistic child protection services for vulnerable children and families
- providing bilingual family support services for families with young children from culturally and linguistically diverse backgrounds

Through delivery of our purpose we aim to restore hope to many more children, families and communities.



3.3 VALUES

Our values are embedded in Jannawi – that's what we do and who we are. These values are practised on a daily basis with clients, with each other, and with other agencies. They also guide the work of the Board.

Caring

We care about the children and families we work with and each other. We want to make a difference.

Respect

We are sincere and respectful.

Hope

We believe in change for the better.

Integrity

We are honest, open, fair and ethical.

Community

We engage with our diverse communities in an environment of mutual respect.

Compassion

Our work is based on respect and commitment and our willingness to tackle difficult problems.

Growth

We work in a learning environment and support continued learning in those we work with.

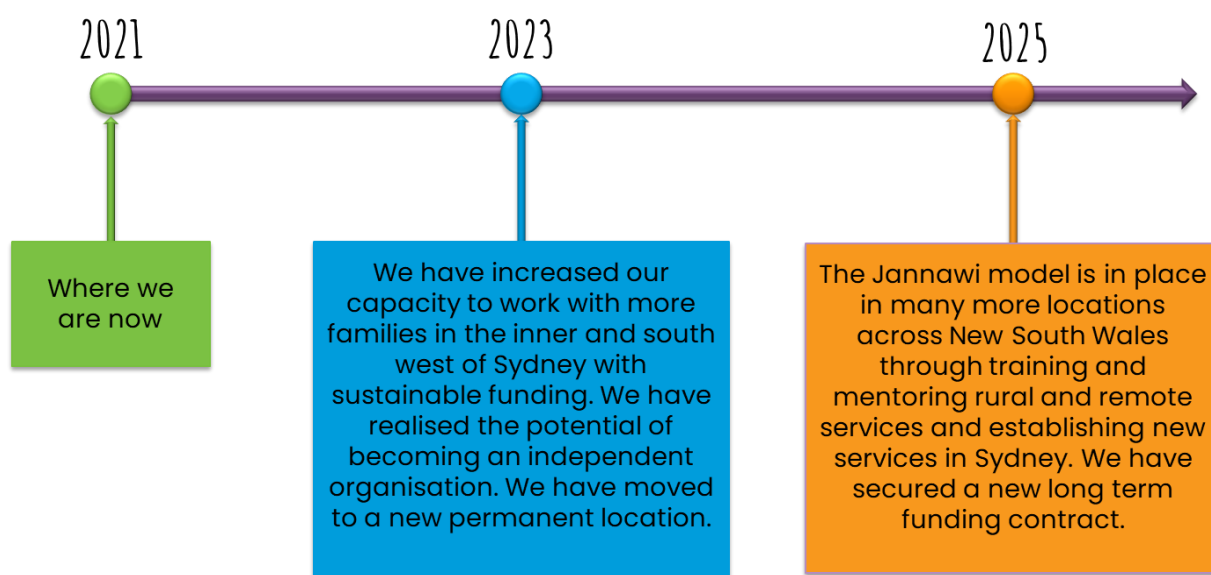
4 LOOKING FORWARD

The Board and Jannawi staff assessed where they see the organisation in two years' and four years' time.

4.1 WHERE DO WE WANT TO BE IN TWO AND FOUR YEARS' TIME?

In the last two years we have strengthened our services by planning for and being responsive to a rapidly changing environment and securing longer term funding.

In the next two years we want to grow our services in the local area (at least by 5%) and be operating in new, purpose designed premises as an independent, community-based organisation. In four years we want that growth to continue across New South Wales.



4.2 PRIORITIES

We've identified five strategic priorities to deliver our vision and purpose over the next two years.

Priority 1: Grow the services in the short and long term

Priority 2: Ensure the physical and virtual environment supports the delivery of services both immediately and in the longer term

Priority 3: Grow and develop our relationships and partnerships

Priority 4: Build a sustainable funding base to allow for growth

Priority 5: Influence and advocate for improved trauma and violence informed and culturally safe services for children and families