



# Strategic Plan 2019-2024

Young mothers: Connecting, Inspiring, Learning

Co-designed with:



# About this document

**Zoe Support's Strategic Plan 2019-2024 captures critical information about Zoe's future and how it aims to continue growing and positively impacting the lives of young mothers.**

The Strategic Plan's priority audiences include:

- Zoe Support **young mothers**
- Zoe Support **staff**
- Zoe Support **partners**
- Zoe Support **Board**

Related documents:

- Zoe Support Annual Report 2018

This project was undertaken by ThinkPlace, a strategic design consultancy, in collaboration with Zoe Support's young mothers, staff and Board.

# Table of contents

<b>01</b>	<b>Our context</b>	<b>4</b>
	Strategic context	
	Our core strengths	
<b>02</b>	<b>Our future</b>	<b>8</b>
	The vision	
	Future uncertainties	
	The future	
<b>03</b>	<b>Our change</b>	<b>11</b>
	Strategic shifts	
	Our objectives and indicators	
	Our initiatives	
	The initiatives in detail	



# Our context

# Strategic context

It is essential to examine the global and national drivers that are influencing young mothers, and are ultimately impacting the way Zoe operates.

## GLOBAL, NATIONAL AND REGIONAL CONTEXT

1. Governments, organisations and individuals are working towards worldwide reduction of inequity, poverty and conflict, through the adoption of inclusive social practices, the celebration of multiculturalism and diversity, and the promotion of unity.
2. Despite global drivers pushing towards more egalitarian societies, the cycle of disadvantage within the Australian context continues to endure, with worrying trends suggesting that the country's sympathy for people who are struggling is in decline, and the gap in wealth distribution is continuing to widen.
3. The Australian Government plans to reduce inequity and has long-term goals to lower welfare dependency by investing in education and health services, and by effectively managing problems through root cause analysis rather than by "putting out fires" as issues arise. However, the government's political context is limiting its ability to enact swift and meaningful social change and can hinder the development of effective innovation initiatives.
4. Mildura LGA is ranked as the fifth most disadvantaged LGA in Victoria and has remained in the highest 10% of disadvantaged LGAs. It has a strong community focus and good partnerships across health, welfare and the business community, however, there is significant entrenched poverty. The State of Mildura Report (2018) highlights high unemployment rates at 7.3% (compared to 6.6% in Victoria), 21.2% of young people between the ages of 15 and 24 who are neither learning or earning, and 20.2% of jobless families with children under 15 years (compared to 12.3% in Victoria).

## YOUNG MOTHERS' ENVIRONMENT

1. Although community attitudes towards young mothers have improved, they still face marginalisation and stigmatisation and continue to meet challenges in social mobility due to the inequity of opportunities, and intergenerational problems.
2. Access to affordable housing, quality education and health services is improving. There is a need for better mental health support and a greater focus on reducing domestic violence.
3. Young mothers need services that make them feel safe with fit-for-purpose, and an environment devoted to building trust over time. Currently, few places offer appropriate services for young mothers making, it hard for them to engage with the wider community

## ZOE SUPPORT

1. The success of the Zoe Support model is evident by the increase of young mothers supported by the organisation, and the growth in the number of partnerships, staff members and volunteers.
2. Zoe Support plans to continue supporting young mothers support and scale beyond Mildura hinge on receiving ongoing stable funds which will enable Zoe to retain key staff, attract more expertise, focus on its core tasks and plan for the long term.

# Our core strengths

The team at Zoe Support is multidisciplinary with the necessary skills to provide high-quality services to young mothers. Our core strengths demonstrate the Zoe 'essence' and they help us keep the organisation moving forward towards our vision. Understanding who we are helps us work in strong partnerships, and to collaboratively bring in a diversity of perspectives, which leads to innovative thinking.

A snapshot of our core strengths...



# The vision

## WHY WE EXIST

Zoe Support offers disadvantaged young mothers a culture of 'inspiring, connecting and learning' where they create new and bright futures for themselves and their children.

Zoe Support exists to expand the Zoe model domestically and aims to expand internationally. Zoe Support aims to become a benchmark for best practice, and achieve recognition as influencers for a positive social change.

## HOW WE WORK

We provide a holistic wraparound and human centred model true to research and evidence.

The services we deliver are innovative and combine evidence-based research with ethical-based governance, always ensuring young mothers and their children's well-being are the priority.

## WHAT WE DO

We deliver programs designed to assist disadvantaged young pregnant and parenting mothers.

These include healthy cooking classes, sewing, playgroups, numeracy and literacy support, birthing classes, amongst other social and educational programs.



*If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.*

Steve Jobs

”



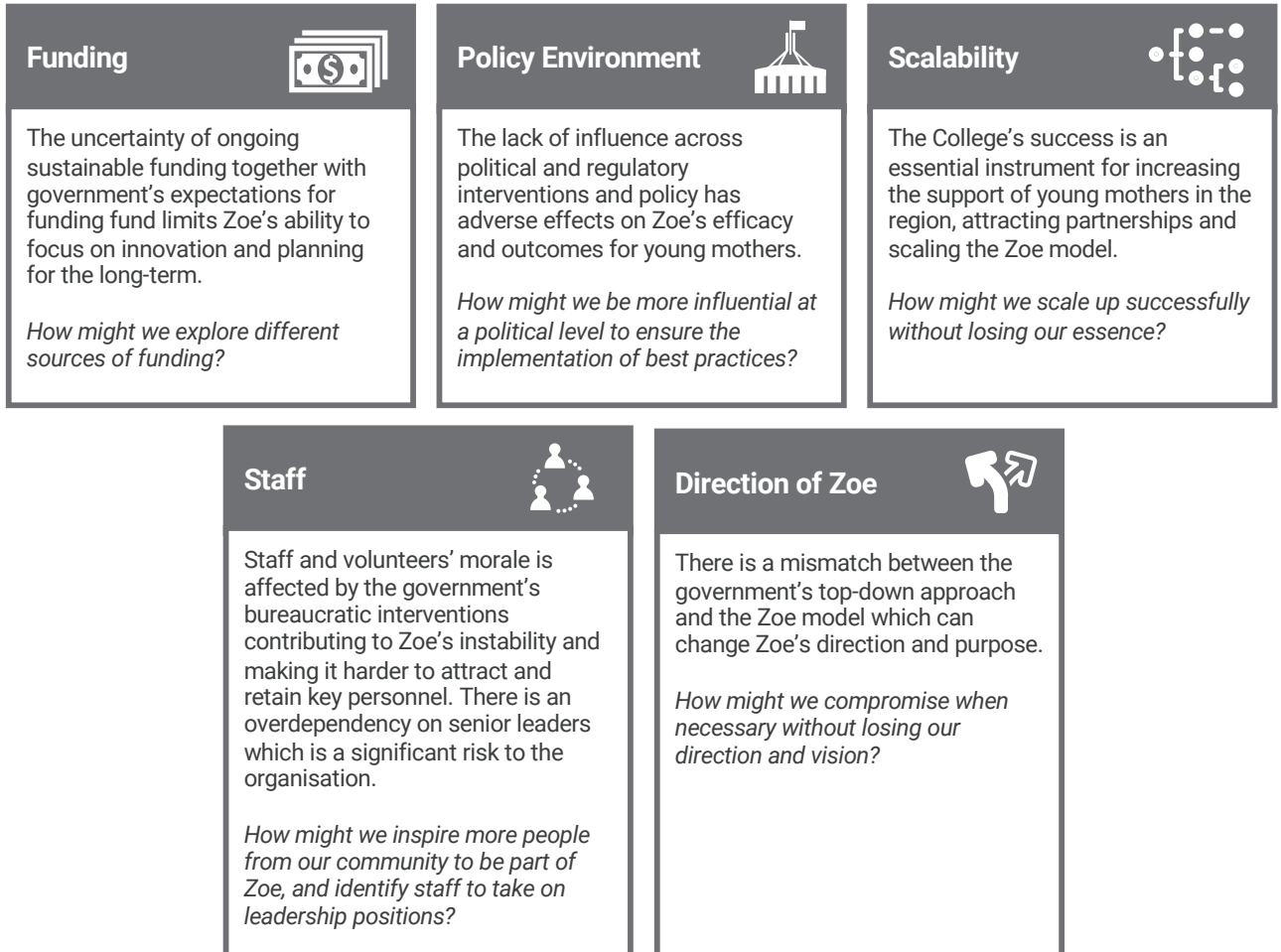
# Our future



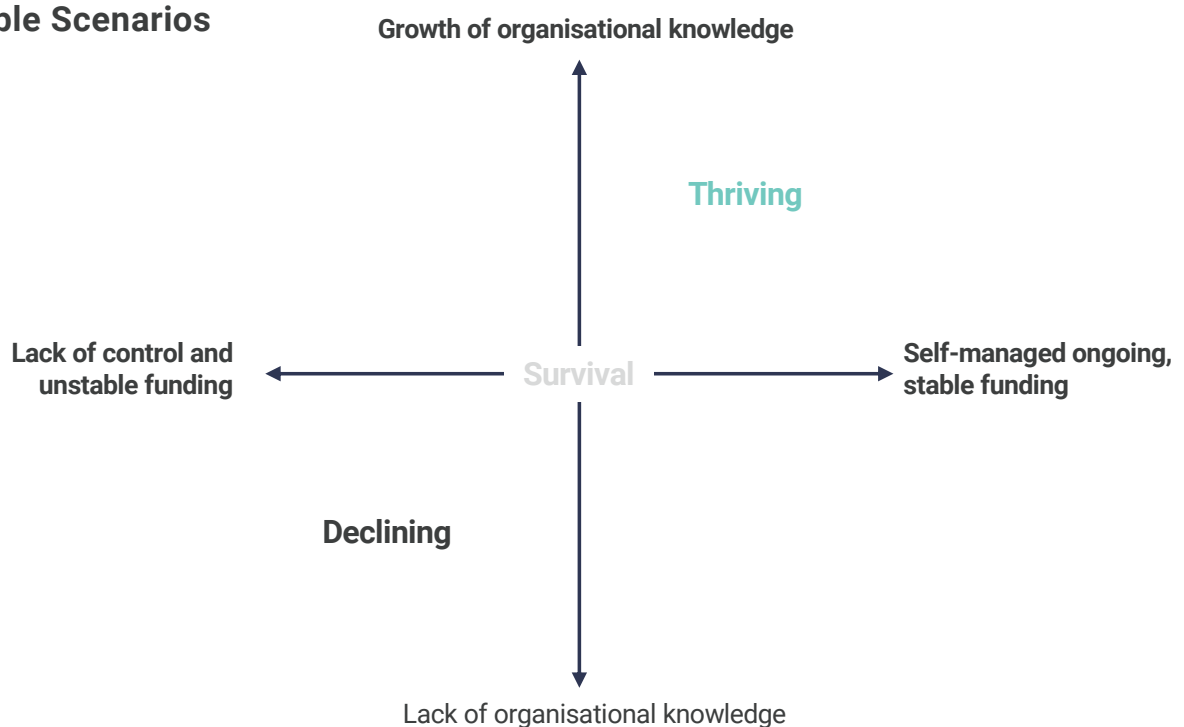
# Future uncertainties

The future of Zoe is dependent on various factors which if identified early the organisation will be better prepared to set in place strategies to make the most out of the different scenarios that may play out.

## Some of the identified uncertainties



## Possible Scenarios



# The future

In the future, Zoe will be:

## 1 True to its essence

Evidence and research-based programs will cater for all young mothers who need support by helping them develop skills and energise their lives. Zoe will act as a strong advocate for young mothers at a community and political level.

## 2 Supported by a high performing workforce

Zoe will have a committed and high performing workforce that believe in the model and vision, and a sustainable succession plan where leaders in the organisation and community are identified, trained and inspired to carry the Zoe baton into the future.

## 3 Seeking the right partners

Stable funding and resources will be sourced from a diversity of government and non-government agencies. Zoe will partner with like-minded organisations that will enhance and complement program delivery, particularly ancillary services.

## 4 Increasing its impact

The success of Zoe is measured in the number of young mothers it positively impacts. Therefore it is within its nature to be ever expanding and transferring its knowledge domestically to other regions and internationally to other countries.

## 5 Highly visible

Success stories will be shared widely with the public, influencing policymakers, and Zoe will be recognised for its achievements.



# Our change

# Strategic shifts

From



To

**Surviving**

**Thriving**

Cap in hand funding



Consistent and recurring funding received due to recognition of value and outcomes of Zoe model

Ineffective influences



Politically and globally influential

Poverty thinking (needy)



Possibility thinking (giving)

Reliance on on philanthropic funding



Ongoing funding to provide all services and have an employable workforce

Resource shed items



Little sprouts shop fully self-funding and operating as a social enterprise

## **End State**

A fully funded model which is accredited and recognised as a valuable resource, both nationally and internationally. Zoe is breaking the welfare dependence cycle and looking at ways to innovate and expand the model to introduce new initiatives.

**Loosely connected sites**

**Well-connected stable model**

Multiple sites, with a disconnected workforce



One, unified Hub with great communication and working cohesively

Family Day Care



Integrated children's clinic care

Low visibility of achievements and holistic approach



High visibility with evidenced based and stories of success

## **End State**

A cohesive organisation that works more efficiently, has stable staffing and volunteers that want to work at Zoe, and a wraparound service that meets the needs of families.

From



To

## Local

## National and international

Being locally run in Mildura



Zoe model franchise in other locations

Franchise model in initial development



Franchise model fully documented for use efficiently

Unsustainable individual site



Sustainable national hub

Some knowledge retention and ability to transfer knowledge



Full retention and transferability of knowledge

### **End State**

A proven and recognised model with great governance and easily replicable, helping young mothers beyond our home, state and nation.

# Our objectives and indicators

Shift	Objective	Indicators
<b>Thriving</b>	A fully funded organisation which is accredited and recognised as a valuable resource. Zoe is breaking the welfare dependence cycle and looking at ways to innovate and expand the model to introduce new initiatives.	<ul style="list-style-type: none"> <li>• Diversified funding from government and non-government entities</li> <li>• Influential and recognised by government and the community</li> <li>• Holistic, and transferable model</li> <li>• Quality evidenced based outcomes</li> <li>• Inter-generational disadvantage is being reduced</li> </ul>
<b>Well-connected, stable model</b>	A cohesive organisation that works more efficiently, has stable staffing and volunteers that want to work at Zoe, and a wraparound service that meets the needs of families.	<ul style="list-style-type: none"> <li>• Greater connection and collaboration between Zoe's staff across different sites</li> <li>• Removed segmentation of services, case management and relationship</li> <li>• Growing a community sense of belonging and unity</li> <li>• Capacity building for staff ultimately improving efficiency and effectiveness</li> </ul>
<b>Holistic</b>	Reducing the intergenerational disadvantage by changing and transforming more young mothers' lives through a wraparound model with no service gaps and fully meeting young mothers' needs.	<ul style="list-style-type: none"> <li>• Mothers committed to their parenting</li> <li>• Social mothers engaged with community</li> <li>• Breaking the cycle of welfare dependency</li> <li>• Mothers adopting an ongoing learning attitude</li> <li>• Safe and healthy mothers</li> </ul>
<b>Recognised and Scalable</b>	A proven and recognised model with great governance and easily replicable, helping young mothers beyond our home, state and nation.	<ul style="list-style-type: none"> <li>• Government, providers, business, entrepreneurs and media all coming to us</li> <li>• Great storytelling to inspire others</li> <li>• Measurable impact (e.g. less young families dependent on the welfare system)</li> <li>• Greater impact around Australia and the world</li> </ul>

# Our initiatives

## #Thriving

### Self controlled, diverse, sustained, and ongoing funding

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Board and staff to identify ongoing sustainable partners and funding sources in government and non-government sectors</li> <li>• Use influence of the board and the skills of the organisation to secure and retain funding</li> <li>• Use publicity, media, success stories to help access funding and be influential</li> <li>• Seek business and community input</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Board and Staff</li> <li>• Volunteers and partners</li> <li>• Community and media</li> <li>• Government representatives</li> <li>• Current and past young mothers</li> </ul>

### Quality evidence based outcomes with transformed lives and stopping intergenerational disadvantage

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Enhance and record data of the model</li> <li>• Take full advantage of our partners' strengths that compliment us</li> <li>• Collecting success stories and ensure to show outcomes</li> <li>• Transferability of the model to enable expansion</li> <li>• Keeping connectivity with young mothers</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Staff</li> <li>• Partners</li> <li>• Researchers</li> <li>• Current and past young mothers</li> </ul>

# Our initiatives

## #Well-connected

### A greater connection between Zoe and staff

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Instil a work environment and culture supportive of staff</li> <li>• Have clarity in roles for staff and volunteers</li> <li>• Policies and procedures to be made available with staff providing input</li> <li>• Staff and volunteer training ongoing</li> <li>• Even workload across staff</li> <li>• Decrease case management ratios from 80:1 to 20:1</li> <li>• Ensure that everyone is part of the same vision</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• All staff and volunteers</li> </ul>

### Growing a community sense of belonging and unity

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Keep uniqueness and special quality of Zoe community so mothers don't feel like a number again</li> <li>• Keep a special relationship and communication with young mothers – coming and meeting everyone on their individual story and merit</li> <li>• Help mothers transition out of Zoe into community</li> <li>• Continue to promote Zoe initiatives and programs</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• All staff and volunteers</li> <li>• Young mothers</li> <li>• Community organisations</li> </ul>



# Our initiatives

## #Holistic

### Safe, healthy, connected young mothers

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Education regarding services</li> <li>• Build up young mothers' confidence</li> <li>• Multiple points of contact</li> <li>• Access to health services</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Service entities without barriers</li> <li>• Case worker and advocates</li> <li>• Networks (peer, family, service)</li> </ul>

### Learning ongoing, not welfare dependent but independent

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Build young mothers confidence in self-directed lifelong learning</li> <li>• Build young mothers confidence in skill base</li> <li>• Structured supported workplace opportunities</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• Case managers, mentors, peer, community</li> <li>• Hands on opportunities</li> </ul>

### Mothers committed to parenting

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Parenting and life skills support programs</li> <li>• Being involved with education providers</li> <li>• Accessible education and training</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Mentors and role models</li> <li>• Case managers</li> <li>• Providers</li> <li>• TAFE, La Trobe University, Learn Local</li> </ul>

### Social mothers engaged with community

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Develop a social enterprise (Little Sprout shop)             <ul style="list-style-type: none"> <li>• Find seed money to start business</li> <li>• Have a economic sustainable model</li> <li>• Train staff and mothers to operate a business</li> </ul> </li> <li>• Supported sports and arts activities</li> <li>• Supported volunteering</li> <li>• Education about building and maintaining relationships</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Local agencies and business</li> <li>• Local community groups</li> <li>• Mentors</li> <li>• Targeted programs</li> <li>• Case managers</li> <li>• Zoe Pride</li> </ul>

# Our initiatives

## #RecognisedandScalable

### Recognition of model beyond local and nation, bringing great outcomes for young families

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Get success stories out into public arena (social media and media)</li> <li>• Lobby political members             <ul style="list-style-type: none"> <li>• Meet with Jenny Mikakos (June 2019)</li> </ul> </li> <li>• Win-win business to support us (image risk)             <ul style="list-style-type: none"> <li>• A new board member from business to engage business (Jan 2019)</li> </ul> </li> <li>• Engage media outlets             <ul style="list-style-type: none"> <li>• A story on Four Corners (end of 2019)</li> </ul> </li> <li>• Effective intensive case management (great outcomes)             <ul style="list-style-type: none"> <li>• Decrease case management ratios from 80:1 to 20:1</li> </ul> </li> <li>• Successful education outcomes</li> <li>• Q4 increase 50% successful ED outcomes (number of mothers completing their courses)</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Board</li> <li>• Media Agency</li> <li>• Staff (caseworkers and volunteers)</li> </ul>

### Influential and recognised

<b>Actions</b>	<ul style="list-style-type: none"> <li>• Demonstrating outcomes and security of funds</li> <li>• Communicating to government, through media and through community             <ul style="list-style-type: none"> <li>• Structured advocacy strategy (e.g. secure patron and ambassador that can tell the Zoe story)</li> </ul> </li> <li>• Enabling national roll-out</li> </ul>
<b>Involved</b>	<ul style="list-style-type: none"> <li>• Board</li> <li>• Staff</li> <li>• Current and past young mothers</li> <li>• Partners</li> <li>• Government representatives</li> </ul>



ThinkPlace