

# FIVE- YEAR STRATEGY

2018–22



EVERY  
CHILD DESERVES

DREAMS TO  
HOPE FOR

AMBITIONS TO  
REACH FOR

AND THE CHANCE  
TO MAKE IT HAPPEN

OUR HELP WILL  
**CHANGE LIVES**



*everyone's family*

# OUR FIVE-YEAR STRATEGY PROVIDES A FRAMEWORK FOR OUR WORK WITH DISADVANTAGED CHILDREN AND YOUNG PEOPLE



## OUR VISION

A better future for young Australians in need.

## OUR MISSION

To create opportunities for young Australians in need by providing long-term support for their participation in education.

## OUR BELIEF

Every child deserves a chance.

## OUR VALUES

Respect	We are caring.
Integrity	We are ethical.
Collaboration	We work together.
Innovation	We are dynamic.
Excellence	We strive for quality.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

In today's rapidly changing world, technological advances are influencing how we live our lives – transforming our culture, society and economy.

This changing environment presents a host of new opportunities, but also challenges for our work.

The Smith Family must adapt and evolve if we are to meet these opportunities and challenges head on and continue to provide effective, relevant support for children and families in need.

Our new Five-Year Strategy is designed to help us with this task.

The successful completion of our previous Five-Year Strategy provided a strong foundation for our organisation to build on. We achieved our ambition of ensuring the effectiveness of our programs and of growing our reach to support more disadvantaged young Australians.

In the five years ahead, we will focus on growth and innovation.

Our new Five-Year Strategy sets out a bold new ambition and a target to reach more disadvantaged young Australians with our evidence-based programs. We have set six strategic priorities that provide a framework for achieving our goals, as we continue to support children in need to improve their educational outcomes.

With more than 1.1 million Australian children and young people living in poverty, the need is great.<sup>1</sup> Innovation will be vital to ensure that our work equips more children and young people to thrive in the 21st century.

For their help developing our next Five-Year Strategy, we thank the members of our Board and advisory groups, and the many external experts in a range of fields who gave us much valued advice. We also thank our team members for their input and support. For guiding the development of this strategy, we are also deeply grateful for the pro bono support of consulting firm Bain & Company. They took us through a comprehensive process which enabled us to develop an outcomes-driven, long-term plan.

**With our plan locked in, The Smith Family is ready for the next phase.**

We're looking forward to working with our families and supporters to achieve our vision of a better future for young Australians in need.



**Dr Lisa O'Brien**  
Chief Executive Officer

*Dr Lisa O'Brien*

<sup>1</sup> ACOSS & SPRC (2016) Poverty in Australia, 2016, Australian Council of Social Services, Sydney.

# A SNAPSHOT OF THE FUTURE

To ensure we continue to support disadvantaged young Australians in the best possible way, our strategy has been developed to address future trends that will shape our world over the next five years.

During our strategic planning process, we explored trends and issues affecting the world in which we operate, drawing from experts, research and best practice around the globe.

Key factors influencing our strategy are described below.

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## THE PROBLEM OF DISADVANTAGE IS LARGE

- There are 1.1m children and young people (0 to 24 years old) living below the poverty line in Australia.<sup>1</sup> This number has been growing.
- Disadvantage has been persistent, with at least 17% of children living in poverty since 2007, and there are no signs that this rate will substantially fall over the next five years.
- Educational outcomes for this group are poor, with children living in poverty recording a 30% negative difference in educational outcomes, such as on NAPLAN results or completing Year 12<sup>2</sup>

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## NEW CHALLENGES FOR DISADVANTAGED FAMILIES

- Technological changes and the evolving nature of work will bring new challenges in the years ahead that will also affect educational outcomes.
- Digital skills are increasingly becoming core, deepening the 'digital divide' for disadvantaged communities, and making it harder for these young people to participate.
- This digital divide is growing at a time when digital technology is enabling and transforming the way educational content is delivered, and the role of the teacher.

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## THE NATURE OF WORK IS CHANGING

- Young people today are likely to have multiple careers throughout their working lives, demanding ongoing re-training, resilience, and good social and emotional skills.
- More than 40% of jobs in Australia could be replaced by computers within the next decade or two.<sup>3</sup>
- Higher skill levels are required for entry-level positions.
- SchoolHeavers will increasingly need entrepreneurial skills and the aptitude to be effective in the workforce.

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## FUNDING IS INCREASINGLY COMPETITIVE

- With more than 50,000 charities in Australia, we will continue to find it challenging to grow our share of funds raised.
- Innovation is vital, as donors become more sophisticated and new fundraising methods and models develop.
- Digital engagement with supporters is essential.

<sup>1</sup> 'Poverty' is defined as 50% of median income. Source: Australian Council of Social Services, *Poverty in Australia: 2016*, using Australian Bureau of Statistics 2013–14 data.

<sup>2</sup> ACARA (Australian Curriculum, Assessment and Reporting Authority) (2016) *National Assessment Program Literacy and Numeracy*, ACARA: Sydney; Lamb S, Jackson J, Walstab A & Huo S (2015) *Educational opportunity in Australia 2015: Who succeeds and who misses out*, Centre for International Research on Education Systems, Victoria University, for the Mitchell Institute: Melbourne.

<sup>3</sup> Committee for Economic Development of Australia, 2015, *Australia's Future Workforce*

# OUR AMBITION

**OVER FIVE YEARS TO 2022  
WE WILL INCREASE BY 30%  
THE NUMBER OF YOUNG  
AUSTRALIANS REACHED WITH  
OUR EFFECTIVE, EVIDENCE-  
BASED PROGRAMS, ENABLING  
THEM TO BREAK THE CYCLE OF  
DISADVANTAGE AND THRIVE IN  
THE 21ST CENTURY.**

Continuing to improve the educational outcomes for children in need is at the core of our new Five-Year Strategy. The effectiveness of our work will be paramount, to benefit every child and young person we support.

# GROW AND INNOVATE

<b>Vision</b>	A better future for young Australians in need.				
<b>Belief</b>	Every child deserves a chance.				
<b>Mission</b>	To create opportunities for young Australians in need by providing long-term support for their participation in education.				
<b>Ambition</b>	Over five years to 2022, we will <b>increase by 30%</b> the number of young Australians reached with our effective, <b>evidence-based programs</b> , enabling them to <b>break the cycle of disadvantage</b> and <b>thrive</b> in the 21st century.				
<b>Values</b>	Respect	Integrity	Collaboration	Excellence	Innovation

In the five years ahead, we will focus on growth and innovation, with six strategic priorities.

## SCALE EFFECTIVELY

Grow our reach by 30% over five years while maintaining the effectiveness of our programs.

## INNOVATE

Innovate to enable the children and young people we serve to thrive in a rapidly changing and increasingly challenging environment.

## ADVOCATE

Be an authoritative and influential advocate with those who shape public policy on behalf of disadvantaged children and young people.



## FUND

Develop a sustainable funding base to fund our scaling-up and strategic initiatives.

## DATA ENABLE AND DIGITISE

Amplify and accelerate our mission through digital and data.

## ENABLE HIGH PERFORMANCE

Be a destination employer in our sector. Ensure systems are scalable and fit for purpose.

# 1. SCALE EFFECTIVELY

■ TO GROW OUR REACH WHILE MAINTAINING OUR PROGRAM EFFECTIVENESS

Our Five-Year Strategy has an ambitious growth agenda, with an increase of 30% in our reach by 2022. We will scale effectively to reach more children and young people and have a greater impact.

## OUR APPROACH

### GROW OUR REACH

Increase participant numbers, while maintaining the effectiveness of our programs.

### SCALE UP AND EQUIP OUR TEAMS TO DELIVER

Ensure we have effective recruitment, onboarding and training processes, and we provide team members with the tools and support they need to expand our reach.

### CONTINUE TO FOCUS ON IMPROVING OUR EFFECTIVENESS

Continue robust program evaluation and feedback, and trial new approaches.  
Our key effectiveness measures of attendance, advancement and engagement will remain, with a new measure of tertiary continuation and completion.



## 2. INNOVATE

■ TO ENABLE YOUNG PEOPLE TO THRIVE IN AN INCREASINGLY CHALLENGING ENVIRONMENT

In a rapidly changing environment, The Smith Family requires a systematic approach to innovation, research and development, to ensure our services continue to best address the needs of our stakeholders.

We will innovate to enable the children and young people we serve to thrive in a rapidly changing and increasingly challenging environment.

### OUR APPROACH

#### **BUILD AN R&D INCUBATOR CAPABILITY FOR PROGRAMS**

Build our capability to explore and develop program opportunities for students and families through a dedicated research and development (R&D) function.

#### **ACCELERATE THE 'SPARK' INNOVATION PROGRAM**

Accelerate our innovation program, applying a best practice innovation process to solving cross-functional priorities.

#### **FOSTER AN INNOVATION CULTURE**

Build innovation skills and an innovation culture within the organisation, using the innovation champion group.



# 3 ADVOCATE

## ■ TO ADVOCATE TO THOSE WHO SHAPE PUBLIC POLICY AND BE A VOICE FOR DISADVANTAGED YOUNG PEOPLE

A range of factors, including government policy and community attitudes, influence the wellbeing of disadvantaged children and young people.

As Australia's largest non-government provider of educational support to disadvantaged children and young people, and with evidence of our program effectiveness, we have the ability and platform to become a stronger advocate on behalf of disadvantaged children and young people.

We will be an authoritative and influential advocate with those who shape and make public policy on behalf of disadvantaged children and young people.

### OUR APPROACH

#### AMPLIFY INFLUENCE WITH KEY PUBLIC POLICY STAKEHOLDERS

Focus on influencing public policy in areas affecting disadvantaged children and young people.

Continue to undertake nationally significant research that informs our advocacy.

#### INCREASE AWARENESS OF DISADVANTAGE AND EDUCATIONAL OUTCOMES AMONG KEY SEGMENTS OF THE AUSTRALIAN COMMUNITY

By increasing awareness, attract greater support for our work and that of others to address how disadvantage affects the educational outcomes of young Australians, and provide opportunities for our beneficiaries.

#### EQUIP KEY STAKEHOLDERS TO ADVOCATE FOR DISADVANTAGE AND EDUCATIONAL OUTCOMES

Provide messaging, tools and platforms for key stakeholders to engage in advocacy aligned with our strategy.



# 4 FUND

## ■ TO ENSURE SUFFICIENT FUNDING FOR SUSTAINABLE STRATEGIC INITIATIVES

Over the past five years, we have built a strong foundation by generating above-market fundraising growth. In the next five years, we will build on our strengths, optimise our existing channels and pursue new funding opportunities.

### OUR APPROACH

#### BECOME THE AUSTRALIAN CHILD SPONSORSHIP CHARITY

Create more awareness of the impact of disadvantage on the educational outcomes of children living in poverty and increase the number of child sponsors to support more children in need.

#### BUILD OUR CAPABILITY TO ATTRACT SIGNIFICANT PHILANTHROPIC CONTRIBUTIONS

Increase our capacity to attract significant funding from philanthropists and corporates.

#### USE DATA AND DIGITAL FOR GROWTH

Build data analytics capability and adopt a 'digital-first' approach.

#### GIVE MORE VISIBILITY OF IMPACT TO FUNDERS FOR DEEPER ENGAGEMENT

Enhance our supporters' experience when they engage with The Smith Family, including providing more choice for sponsors.

#### CAPTURE OPPORTUNITIES FROM NEW SOURCES OF INCOME

Explore emerging fundraising models and capture opportunities that align with our mission and strategy.





# 5 DATA ENABLE AND DIGITISE

■ TO AMPLIFY AND ACCELERATE OUR MISSION

We will use data and digital technology to amplify and accelerate our mission, deliver greater impact and effectiveness at scale, improve stakeholder engagement and experience, and improve organisational efficiency and effectiveness.

## OUR APPROACH

### USE DATA IN SMART WAYS TO ACHIEVE OUR STRATEGY

Make better use of data to inform programs, increase the effectiveness of our support and services, and enhance supporter engagement.

### DIGITISE OUR PROGRAMS AND SUPPORT FOR FAMILIES AND STUDENTS WHERE RELEVANT

Harness the potential of technology to digitise communications with our families and students, enhance our existing services and deliver new services and programs.

### DIGITISE OUR ORGANISATION

Use digital technology to make our organisation more effective and efficient.

### CAPTURE DIGITAL AND DATA OPPORTUNITIES TO GROW AND DEEPEN OUR ENGAGEMENT WITH SUPPORTERS AND OTHER KEY STAKEHOLDERS

Build and deepen engagement with stakeholder groups, including supporters, volunteers and advocates.

### ADVOCATE TO CLOSE THE DIGITAL DIVIDE

Use our knowledge from research and practice to improve digital access for young Australians in need.



# 6

## ENABLE HIGH PERFORMANCE

■ TO BE A DESTINATION EMPLOYER IN OUR SECTOR AND ENSURE SYSTEMS ARE SCALABLE AND FIT FOR PURPOSE

Our organisation has been on a transformational journey over the past five years, increasing efficiency, professionalism and productivity. Over the next five years, we will build excellence in leadership, ensure we are a high-performing, change-ready organisation, and foster an adaptive, flexible workforce.

To achieve our ambition, we will need to invest in systems to enable us to scale effectively, while keeping a lean, 'fit for purpose' approach. We will focus on automating key processes and ensuring our systems and infrastructure are strengthened to support future demand.

### OUR APPROACH

#### ENSURE SOLID FOUNDATIONS

Automate key processes and embed employee data analytics and reporting.

#### SCALE UP OUR TEAMS AND VOLUNTEER BASE TO DELIVER GROWTH AND REACH

Effectively scale up our workforce, in line with growth targets, and build team resourcing to enable development and growth.

#### BUILD CAPABILITY IN PRIORITY AREAS

Build digital capabilities and mindsets.

Continue to develop change leadership skills.

#### DEVELOP A CULTURE FOR SUSTAINABILITY

Continue developing our culture.

Refresh frameworks to align with our culture and values.

#### ENHANCE SCALABILITY OF CORE SYSTEMS

Enable scaling up of our programs and operations, including enhancing and streamlining our systems and processes.

#### AUTOMATE AND UPGRADE SYSTEMS FOR PRODUCTIVITY

Implement systems to support process and productivity improvements.

Ensure teams are mobile, have access to the appropriate tools of the trade and are able to collaborate effectively through video conferencing and enhanced intranet.

#### DEVELOP SYSTEMS AND INFRASTRUCTURE FOR DIGITAL AND DATA ENABLEMENT

Align our technology architecture and approach with digital and data-based strategy.

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*If it weren't for my sponsor and a particular teacher, then I would seriously not be where I am today. Two people put so much belief in a child ... It's all a kid needs.*

*As a sponsor, you are not just helping the child you sponsor, and their immediate family. You're helping a whole generation.*

RHIANNON, LEARNING FOR LIFE STUDENT

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# WHAT'S AHEAD

**In the five years to  
2022, we will:**

2022

Help more disadvantaged young Australians by growing the reach of our programs by 30%

Drive our effectiveness through enhanced outcomes-based measurement

Create an innovative culture, changing our approach where it adds value

Establish a dedicated R&D incubator capability for programs


Be a leading voice on relevant public policy

Engage many thousands of Australians in supporting improved educational outcomes through child sponsorship

Grow substantially our philanthropy, major donor and corporate partnerships

Digitise all areas of the organisation, using real-time data capture to enhance services

Be a high-performing organisation with scalable systems

A photograph of three young students in school uniforms. In the center is a boy with short dark hair, wearing a light blue polo shirt and dark trousers. To his left is a girl with dark hair, wearing a blue collared shirt under a red and blue plaid dress. To his right is a girl with long dark hair, wearing a blue collared shirt under a blue and white plaid dress. They are all smiling and standing outdoors in front of green foliage.

**WE'VE ALREADY  
ACHIEVED SO MUCH.  
JUST IMAGINE WHAT'S  
POSSIBLE IN THE  
NEXT FIVE YEARS ...  
WITH YOU, FOR THEM.**

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# FIVE- YEAR STRATEGY

2018–22



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