

Mary MacKillop Today Strategic Plan 2019-2023



MARY MACKILLOP
today

Our Mission

Guided by the Gospel, we stand with the marginalised poor, rural and remote peoples, in Australia and internationally, so they can realise their potential and participate fully in their communities. We seek to empower and transform lives through self determination, access to education and the learning of practical life skills.

Our Story

Mary MacKillop's influence in Australia today, and beyond, is tangible.

Dioceses celebrate her as their Patron. Schools, aged care homes and ministries for the vulnerable proudly bear her name, and the work of the Congregation she co-founded extends across the globe.

In 1867, the Congregation's co-founder, Fr Julian Tenison Woods wrote that the Sisters were to: *"Do all the good they can and never see an evil without trying how they may remedy it. ... This is their mission... The religious must do any good that they can...and make their charity all-embracing."*

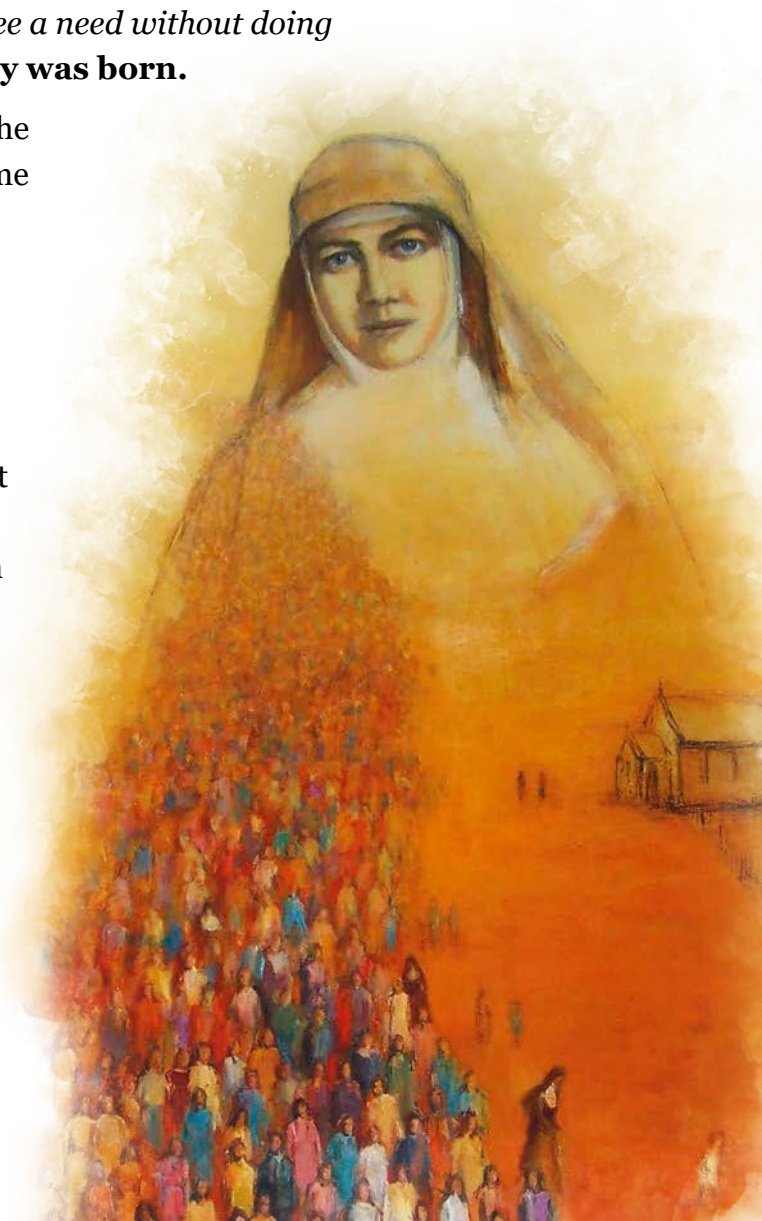
It is in the spirit of this guiding principle *"Never see a need without doing something about it"* that **Mary MacKillop Today was born.**

On 1 July 2018, three proud ministries – built on the legacy of Saint Mary MacKillop – merged to become one: Mary MacKillop Today.

The Sisters, inspired by their founders Mary MacKillop and Julian Tennison Woods, prayerfully discerned this historic merger.

More than two years in the deliberation, planning and transitioning, **Mary MacKillop Today** brought together three ministries with a deep connection, shared values and a powerful combined outreach: in Australia, and internationally.

This flagship ministry, under the name and patronage of Mary MacKillop, embodies a collective of charitable works carried out on behalf of the Sisters of Saint Joseph. Programs and services that provide a holistic response to grassroots needs in rural and remote communities. Diverse programs, in vastly different countries and regions, united in their singular focus on empowering local communities to independence, and greater dignity.



Our values

FAITH: Guided by the charism and spirituality of the Sisters of Saint Joseph of the Sacred Heart we are full of faith and hope in the Gospel teachings and in God's Providence, each other and humanity.

ACCOUNTABILITY: We take our responsibilities and partnerships seriously. Our decisions, actions, governance, transparency, integrity and trust can be relied on.

RESPECT: We respect the dignity of all, we bring light to the darkest corners of society, we are motivated by the needs of others.

EXCELLENCE: With our commitment to quality, we do what we do very well so those we serve can expect the best. We are committed to programs that demonstrably enact our mission, to evidence-based programming, sustainability and achievable outcomes.

Our purpose

LEARNING FOR LIFE: Enabling access to learning opportunities; traditional literacy and numeracy; broad skills for living; across the various stages of life. Through our education and life skills programs we develop essential skills for self-sufficiency.

Our approach

WOMEN AT THE HEART: Inspired by a woman and led by the Sisters of Saint Joseph, women are central to our story and the communities we serve.

REACHING THE MARGINS: We choose, like Mary MacKillop and Julian Tenison Woods, to be pioneering and brave, able to go where no one else will go and serve communities others may overlook.

DIGNITY THROUGH SELF DETERMINATION: We recognise the inherent dignity of all and therefore are committed in our programs and in our workplace culture to principles of subsidiarity and the common good.

PARTNERSHIP: We are committed to deep, genuine and accountable partnerships, shaped by co-responsibility, engagement and a shared commitment to real outcomes.



GOALS

1. Programs and Partnerships

- 1.1. Build on the strengths of all existing programs, guided by our approach and principles including impact, quality and value for money.
- 1.2. Demonstrate our commitment to program quality and learning through the establishment and ongoing utilisation of a Mary MacKillop Today principles based, program review and effectiveness framework to be applied to all programs.
- 1.3. Identify, scope and cost, expanded and/or new programs and partnership for Mary MacKillop Today in 2019-2023.
- 1.4. Maintain and further develop the Mary MacKillop Today partnership process and strategy.

2. Supporter Relations

- 2.1. Further develop engagement with the Members of the Company, the Congregational Leadership Team, the Josephite sisters and other related entities.
- 2.2. Develop an ongoing Communications Strategy to:
 - Maintain, develop and expand engaged and committed relationships with supporters, donors, partners and the Catholic and wider communities.
 - Develop and promote greater brand awareness and informed advocacy of Mary MacKillop Today with government, media, regulators and other stakeholders.
- 2.3. Amplify the voice of the marginalised, our beneficiaries and partners relevant to the programs of Mary MacKillop Today.

3. Governance

- 3.1. Establish and implement a strategy and plan for Board formation, development and annual review.
- 3.2. Establish a culture enacting the values of Mary MacKillop Today in how the Board engages, maintains its ongoing formation, communicates, manages risk and makes decisions.
- 3.3. Review and establish appropriate 'Terms of Reference' for all Mary MacKillop Today Board committees and other groups involved in fundraising, events, grants, scholarships and other Mary MacKillop Today activities.
- 3.4. Develop guidelines and tools to support Directors' contributions to the Board and broader work of Mary MacKillop Today.
- 3.5. Consolidate and continue to review the initial, merged governance and management structures and internal arrangements for Mary MacKillop Today.
- 3.6. Build Board diversity with particular focus on the development of a pathway for inclusion of First nations peoples.

4. People and Resources

- 4.1. Design and develop an organisational development strategy focused on enacting the values of Mary MacKillop Today through a workplace culture of subsidiarity, collaboration and trust for all onsite and remote staff.
- 4.2. Establish effective Mary MacKillop Today operational systems for the achievement of organisational goals.
- 4.3. Prioritise the safeguarding of all people involved in our work in particular children and vulnerable adults in line with the standards set out by the Australian Council for International Development and Catholic Professional Standards.
- 4.4. Develop, implement and review a recruitment, staffing formation, diversity, safety and development plan.

5. Financial Sustainability

- 5.1. Develop and implement an integrated, transparent and sustainable fundraising strategy that includes diversifying our avenues of donor acquisition and retaining our donor base.
- 5.2. Manage an integrated, sustainable budget including the preparation of audited accounts for the merged organisation including all services, funding sources and other expenses.
- 5.3. Establish a medium to longer term financial sustainability strategy, with agreed criteria, principles and policies and including costed service plans, investment and fundraising strategies and targets.
- 5.4. Develop and finalise a funding arrangement with the Sisters of Saint Joseph.





**“Do all you can
to work in
unity and love.”**

Mary MacKillop
