



Strategic Plan

Karinya House Home for Mothers and Babies Inc.

2021 - 2025

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Foreword

Karinya House Home for Mothers and Babies Inc. (Karinya House) is proud of its long history providing valuable support services for women in need, during and after their pregnancy.

This Strategic Plan for 2021-2025 seeks to build on our history and unique practice knowledge which provide a solid foundation for our future direction. It will position us to continue providing targeted, individualised services and programs for women in the ACT and surrounding regions.

The Plan seeks to drive our organisation's efforts to:

- ensure our long term financial sustainability,
- continuously improve the valuable services and supports we provide, and
- respond to the increasingly complex needs of the women we walk alongside.

We would like to thank our community, corporate and government funding partners, our members and our network of volunteers for their valuable contributions and ongoing support. Without you, it would not be possible for Karinya House to support the women in our community who we are privileged to stand with.

At the foundation of this Strategic Plan is our staff. We highly value the compassion and care they exhibit and the professional skills and experience they share. We will continue to invest in their skills and capability, to ensure the highest professional standards and service is offered by Karinya House.

The Committee is proud to present this Strategic Plan for the next five years and we will remain responsive to the needs of the Association and the community it seeks to serve. We will demonstrate leadership and flexibility to achieve our goals.

This Plan is a dynamic document and will be reviewed and refined regularly so it continues to serve as a functional management tool, for balancing a coordinated approach to community and organisational planning with the most effective and efficient use of resources possible.

Sarah Kelly
President

Marie-Louise Corkhill
Executive Director

2 Executive Summary

In response to the prevalent and increasingly complex needs of the women we support the Karinya House Strategic Plan will guide our thinking and provide strategic direction for the organisation through 2021-2025.

The key elements of our Strategic Plan are summarised in Figure 1.

Figure 1 : Overview of the Karinya House Strategic Plan 2021-2025



Our Strategic Plan for 2021-2025 outlines four strategic priorities we will actively pursue to achieve our core purpose and vision, and continue to deliver our target outcomes for our clients.

The delivery of these four Strategic Priorities and their associated actions will always be underpinned by our values.

3 Our values and culture

Karinya House has a Guiding Principle and seven high level Values that underpin how we will work together to deliver our core purpose, vision and strategic priorities.

These values will continue to guide and shape our organisational culture including how our Committee and staff will work together, with the women we walk alongside and with our stakeholders to be successful.

Our guiding principle

Karinya House affirms the value of every person.

Our Values

Respect and Appreciation	Through an attitude of self-respect and respect for others we recognise the value of each person.
Care and Compassion	Through care and compassion, we reflect to women their unique worth and affirm their self-esteem and belief.
Commitment and Loyalty	Through shared commitment to the Core Purpose, Values and Practice Framework, we reflect and practice the shared Vision of the Association.
Integrity	All processes and actions of the Association are conducted with integrity.
Trust and Confidentiality	Trust is maintained by upholding the principles of confidentiality and privacy.
Excellence in Management and Service Delivery	Sound governance, efficient, flexible and resourceful service delivery is practiced, striving for excellence in all actions.
Effective Collaboration and Community Development	Effective collaboration with each other, the women we support, other services, community and government is valued in developing positive partnerships. We move forward with the community in determining and servicing its needs, acknowledging strengths and working towards improving outcomes for all.

4 Our context

In an uncertain environment, the demand for Karinya House services is sustained

Karinya House has delivered valuable support for women in the ACT for over 20 years.

Since 1997, Karinya House has provided a holistic range of professional and specialised support services to women in the ACT and surrounding region. It is the only community-based organisation in the ACT that provides immediate support for women who are pregnant, or parenting with new-born babies, and who are impacted by structural inequalities.

Karinya House's support services include the provision of supported and transitional housing, casework management, support during pregnancy and birth and connections to health, welfare, legal, educational and financial services. It delivers these services twenty-four hours a day, seven days a week.

The services we provide are highly valued by the community which is evidenced by the recurring annual funding support of donors (individuals and families), corporate and community partners, philanthropic bodies and the ACT Government.

Demand for our services is sustained and women are presenting with increasingly complex needs

The *Karinya House Practice Framework* guides our current approach to service delivery. It underpins how the organisation is focused on developing a sense of hope and belonging to effect lasting positive change in the lives of the women and children we walk alongside. The Karinya House framework has supported more than 200 women and their babies each year.

Our experience tells us that the demand for our services from women continues to exceed our capacity to provide it within our existing staffing and accommodation profile.

We have historically provided support to a diverse group of women, each facing their own personal set of circumstances.

The women Karinya House work with often face a range of compounding experiences including trauma related histories of domestic/ family violence, sexual assault, child protection involvement, homelessness, drug and alcohol misuse, mental health issues and breakdowns in social networks, whilst navigating a transition to motherhood.

In recent times, our staff have identified that these complexities are intensifying which require additional intensive assistance and a more complex suite of services. This requires our staff to have additional access to specialist skills and supports so they can continue to provide women with the high-quality individualised case support they need.

Our external landscape continues to evolve

While we have a well-established track record of quality service delivery and the achievement of positive results for women, our external environment continues to evolve.

At the time of developing this Strategic Plan (in late 2020):

- the full impacts of the COVID-19 pandemic are still taking shape – which will have a lasting impact on the demand for our services and how we can deliver them into the future, and
- the ACT Government is exploring a more flexible 'commissioning' approach to how community services are procured from, and delivered by, the community services sector.

These changes mean Karinya House must retain its ability to be flexible and adapt to change in how it delivers services, as well as be able to clearly communicate the way Karinya delivers value for the women it supports and the wider ACT community.

Our ability to support women in need is underpinned by our ongoing financial sustainability

Karinya House relies on several sources of funding to deliver services to women, including funding agreements with the ACT Government and our non-government funding partners.

The organisation also relies upon a significant volunteer effort to supplement the funding it receives to provide these valuable services.

While there has been some uncertainty in recent times about Karinya House's ongoing financial sustainability, recent funding increases and extensions to the agreements with the ACT Government have created a solid financial footing for the organisation.

However, our funding sources can never be guaranteed into the future.

As a result, Karinya House must continue to pursue strategies and initiatives to help provide it with the future financial certainty it needs to sustain its service delivery at current levels.

5 Our aspiration

Our core purpose and vision

The Karinya House core purpose and vision define our strategic direction for 2021-2025.

Core Purpose

Karinya House provides support services for women during and after pregnancy.

Our Vision

Karinya House is a place where welcome, sanctuary and community is provided to women during and after their pregnancy.

Each woman is recognised for her unique story and individual case planning nurtures her holistic wellbeing.

Women are supported to develop their own pathway in finding their way forward.

Our core purpose and vision are supported by the Guiding Principle and Values outlined in Section 3.

Service Delivery Commitments

We are committed to delivering services and programs for women based on the following:

Commitment 1 : Ensure equitable provision and availability of essential services to all women we work with

Ensure equal access and support for women who meet the service criteria, celebrating and valuing their differences.

Commitment 2 : Provide a place of sanctuary and community support

Provide a place of welcome and sanctuary, where individuals can gain support, strength and skills, to develop their capabilities and achieve their best as a valued part of the community.

Commitment 3 : Nurture the holistic wellbeing of individuals

Acknowledge an individual's circumstances and provide a framework of care and compassion that encompasses the whole person and their needs through service or by appropriate referral.

Commitment 4 : Instil recognition of self-worth

Acknowledge an individual's uniqueness and work with them to reach their potential through building self-knowledge and resilience.

Commitment 5 : Promote a culture of ongoing learning

Recognise and value personal growth and learnings from life's experiences and promote ongoing personal and professional development.

6 Our strategic direction

Our strategic priorities will enable us to deliver our core purpose and vision

Karinya House has set four strategic priorities for the 2021-2025 period.

These will be used by the organisation and our staff to deliver on our core purpose and vision.

These priorities are outlined in Figure 2.

Figure 2 : Our strategic priorities

Strategic priorities	Financial sustainability	Research-informed and evidence-based story telling	Optimised workforce	Strong governance
Organisation outcomes	Karinya House will grow its net equity position by \$1 million by 2025/26.	Karinya House can demonstrate the benefits of its early intervention model of practice.	Karinya House has the workforce capability and culture to deliver specialist supports to women with diverse and complex needs.	Karinya House has a governing Committee with the capacity and mix of capability to deliver its long-term strategic vision.

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| <ul style="list-style-type: none"> • We will continue to refine our costing model to ensure future service costs are transparent and are fully recovered through our funding agreements. • We will develop a business proposal for a Karinya House endowment that can be promoted through our networks. • We will grow our private sources of funding (corporate and community) by: <ul style="list-style-type: none"> - retaining our current partnerships, and - growing new partnerships. • We will improve the productivity of our time invested in funding development. • We will provide better information to individual donors on the impact of their donations. | <ul style="list-style-type: none"> • We will develop links with appropriate research organisations to help assess our return on investment. • We will develop our theoretical understanding of how a framework of care and compassion can have a transformative impact. • We will explore and develop ways for our women to have an authentic and active voice about their experience with Karinya House. • We will document the Karinya House story, vision and culture. | <ul style="list-style-type: none"> • We will develop an overarching workforce plan for Karinya House which considers: <ul style="list-style-type: none"> - the skills and capabilities we require (including specialist services) how we will access them (e.g. recruitment, staff training or contracted) - the current and potential contribution of our volunteers. • We will ensure Karinya House is a workplace with a positive culture that aligns with our vision. • We will ensure Karinya House is a workplace where all staff are supported to be successful and achieve their personal career goals. | <ul style="list-style-type: none"> • We will develop a Committee skills matrix that maps our existing skills against those desired for the future. • We will have a standing item for the Committee to discuss progress against our Strategic Priorities and actions. • We will have a standing item for the Committee to discuss composition and succession planning. • We will advertise future Committee positions through appropriate channels, with consideration of the ACT Diversity Register, to access the best candidates. • We will support new Committee members by having them mentored by experienced members. |
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These four strategic priorities will be pursued concurrently and complement each other.

Pursuit of these strategies will individually and collectively work to achieve our core purpose and vision.

For each strategic priority, the following tables (over) outline:

- the desired outcome we are seeking to achieve
- the actions we will undertake to achieve each strategic priority over the period of the plan, and
- the measures we will use to monitor our success.

Strategic Priority 1 - Financial stability

Outcome: Karinya House will grow its net equity position by \$1 million by 2025/26.

Actions	Measures
We will continue to refine our costing model to ensure future service costs are transparent and are fully recovered through our funding agreements.	<ul style="list-style-type: none"> Unit costing information is updated using 2019/20 data and then as required.
We will develop a business proposal for a Karinya House endowment that can be promoted through our networks.	<ul style="list-style-type: none"> Business proposal developed by the end of 2021.
We will grow our private sources of funding (corporate and community) by: <ul style="list-style-type: none"> retaining our current partnerships, and growing new partnerships. 	<ul style="list-style-type: none"> Private source funding increases 5% year on year.
We will improve the productivity of our time invested in funding development.	<ul style="list-style-type: none"> Ratio of private source funding : cost of time coded to fundraising (staff + Committee).
We will provide better information to individual donors on the impact of their donations.	<ul style="list-style-type: none"> Development of a marketing strategy. Increase number of individual donors by 5% year on year.

Strategic Priority 2 - Research-informed and evidence-based story telling

Outcome: Karinya House can demonstrate the benefits of an early intervention model of practice within a framework of care and compassion

Actions	Measures
Research Project 1. We will develop links with appropriate research organisations to help assess our return on investment.	<ul style="list-style-type: none"> A suitable research approach is identified by December 2021 Research project 1 is fully scoped by June 2022
Research Project 2. We will develop our theoretical understanding of how a framework of care and compassion can have a transformative impact.	<ul style="list-style-type: none"> A suitable research approach is identified by March 2021 Research project 2 is fully scoped by December 2021
We will explore and develop ways for women to have an authentic and active voice about their experience with Karinya House.	<ul style="list-style-type: none"> A staff member is identified to lead this work by March 2021 A new way of capturing the experience of women with Karinya House is in place from January 2022 A mechanism to review and respond to service feedback is in place from January 2022
We will document the Karinya House story, vision and culture.	<ul style="list-style-type: none"> Identify & interview key sources of information by end June 2021 Prepare a Karinya House promotional document by December 2021

Strategic Priority 3 - Optimised workforce

Outcome: Karinya House has the workforce capability and culture to deliver specialist supports to women with diverse and complex needs.

Actions	Measures
We will develop an overarching workforce plan for Karinya House which considers: the skills and capabilities we require and those we currently have (including specialist services) how we will access them (e.g. recruitment, staff training or contracted) the current and potential contribution of our volunteers.	A strategic workforce plan (SWP) for Karinya House is endorsed by the Committee by September 2021. Future decisions on accessing skills and capabilities are made in accordance with the SWP from January 2022.
We will ensure Karinya House is a workplace with a positive culture that aligns with our vision.	Annual staff turnover < 5%. Staff feedback on Karinya House as a place to work is sought biennially.
We will ensure Karinya House is a workplace where all staff are supported to be successful and achieve their personal career goals.	Annual Development Plans are in place for 100% of staff and reflect the strategic workforce plan. 100% of these Plans are reviewed at least annually.

Strategic Priority 4 - Strong governance

Outcome: Karinya House has a governing Committee with the capacity and mix of capability to deliver its long-term strategic vision.

Actions	Measures
We will develop a Committee skills matrix that maps our existing skills against those desired for the future.	<ul style="list-style-type: none"> The Committee skills matrix is updated with current and desired skills by June 2021.
We will have a standing item for the Committee to discuss progress against our Strategic Priorities and actions.	<ul style="list-style-type: none"> The Committee discusses its progress against Strategic Priorities and actions at every meeting (in accordance with our Strategic Planning Policy).
We will have a standing item for the Committee to discuss composition and succession planning.	<ul style="list-style-type: none"> The Committee discusses its future composition and succession plans at every second meeting.
We will advertise future Committee positions through appropriate channels, with consideration of the ACT Diversity Register, to access the best candidates.	<ul style="list-style-type: none"> All Committee vacancies are advertised externally to access the best available candidates.
We will support new Committee members by having them mentored by experienced members.	<ul style="list-style-type: none"> A short induction and mentoring plan for new Committee members is in place by November 2021.

7 Implementation

Karinya House will take steps to ensure the success of this strategic plan

Our planning framework

The Strategic Plan is our five-year plan for delivering our vision for Karinya House. It outlines:

- our four strategic priorities;
- our proposed organisational outcomes for these strategic priorities;
- the actions we are proposing to achieve them; and
- the measures for determining our progress.

It will be supported each year by an Operational Plan and accompanying Budget that summarise the work we will do in that year in pursuit of our strategic priorities, outcomes and actions. The Strategic Plan and each Operational Plan will be reviewed at the end of each year and updated for the year ahead.

Implementation steps

To ensure we are successful in achieving our vision for Karinya House, there are several steps we will take to implement this Strategic Plan.

We will:

- task the Karinya House Executive Officer to work with the Executive Director to coordinate and oversee implementation of our agreed strategic actions with the support of, and in consultation with, staff and the Committee,
- engage with our key stakeholders to communicate the strategic plan and ensure our strategic priorities and associated actions are sufficiently aligned,
- ensure the individual performance and development plans of Karinya House staff include and/or align with the actions identified in the strategic plan, and
- undertake a 6-monthly review of our progress against these strategic priorities and actions and determine whether they require amendment.

Governance

The Executive Director, with support from the Executive Officer, will report on our Strategic Plan progress to the Committee twice yearly.

This will provide the Committee with visibility of our progress with implementation and provide an opportunity for staff to seek any additional guidance or support required for implementation.

A standing item will also be included in the agenda for our Committee meetings to discuss any specific actions and issues that require consideration.

This will support the consideration of issues by exception rather than discussing all actions.

Appendix A

About Karinya House



At Karinya House we value each individual and recognise their lived experience.

We offer women practical support and opportunities that enable the development of confidence, a positive sense of self and personal skills.

We are dedicated to providing appropriate professional services and facilities.

We provide a place of sanctuary and growth for women.

Every woman who is pregnant or has a new baby should be surrounded with the supports they need during this important time. However, not every woman has shelter, stability or support. Some may be at risk of violence, experience homelessness or be completely isolated.

Karinya House is a community based, not for profit organisation servicing the ACT and surrounding regions. For over 23 years, Karinya House has provided immediate support for women who are pregnant or have new babies and have nowhere else to turn.

As a 24 hour, seven day a week service, Karinya House is the only service specifically for pregnant and parenting women in the region, offering individual case management services which may include residential and/or outreach based support services.

Karinya House recognises and acknowledges the unique lived experiences of women as they navigate building a future for themselves. Our practice framework is focused on developing a sense of hope and belonging, to effect lasting positive change in the lives of the women in contact with Karinya House. By providing a framework of care and compassion that encompasses the whole person, practitioners walk alongside women as they develop their capacity to represent themselves and to make informed choices about their own lives. The Karinya House Practice Framework is founded within the principals of trauma informed care and practice. Individual casework management and flexibility in service provision are paramount at Karinya House.

An individualised support plan is developed with each woman, in response to her presented needs. Our support plans are aimed at promoting self-direction, empowerment and competence which facilitate women moving forward on their own. Support plans may incorporate health and welfare services relating to childbirth, parenting, housing, life skills, continuing education, information and appropriate referral.

Karinya is a non-religious, non-government and non-judgemental organisation. We assure women that no matter their situation, Karinya House is here to help without influence over their decisions. We are here to provide support and a safe place for women to make the best possible choices for themselves and to determine their own continuing journey.

Karinya House derives strength from the diversity of skills, talents, gifts and spirit of all its people.

Karinya House is committed to ethical and effective practice, within an organisational culture inspired and sustained by the women with whom we work.

Innovation and development in service excellence is achieved through practicing critical reflection, engaging with research and peer-based learning. Karinya House recognises that personal growth comes from life's experiences and promotes ongoing personal and professional development for women, staff and volunteers. Practitioners exercise professional judgement within an organisation and policy context, complimented by professional supervision and ongoing evaluation and continued professional development.

Karinya House was established by the community and we continue to draw strength and sustainability from our partnerships with community, government, and the business sectors.

These long-term relationships have held the organisation in good stead and have witnessed the value of our corporate, community and ACT Government partnerships, as well as the generosity and respect of the Canberra Region community. Our community recognise their members who are most vulnerable and seek to stand beside them.

The Karinya House funding framework, a collaborative partnership of government, corporate and community funding, ensures the organisation can be responsive and flexible in our service delivery.

The change that Karinya House creates is transformational and has a positive impact on future generations.

Appendix B

The Karinya House Practice Framework



Practice Framework

The Karinya House Practice Framework brings together our values, research and theory, with our practitioner wisdoms and the lived experience of the women that we serve. Our practice framework has been shaped by over 20 years of engagement with stakeholders and dialogue with women and their communities.

Karinya House recognises and acknowledges the unique lived experiences of women as they navigate building a future for themselves. Our practice framework is focused on developing a sense of hope and belonging, to effect lasting positive change in the lives of the women in contact with Karinya House.

By providing a framework of care that encompasses the whole person, practitioners walk alongside women as they develop their capacity to represent themselves and to make informed choices about their own lives. The Karinya House Practice Framework is founded within the principals of trauma informed care and practice. Individual casework management and flexibility in service provision are paramount at Karinya House. An individualised support plan is developed with each woman, in response to their presented needs. Our support plans are aimed at promoting self-direction, empowerment and competence which facilitate women moving forward on their own.

Karinya House recognises that safety along with time and space for dialogue are powerful tools for reflection and action. Dialogue based in mutual trust and respect can guide and empower people in the positive transformation of their world. Through the supported development of positive peer relationships women are provided

an opportunity to increase their social support and social opportunities as well as developing new life skills. Women develop a greater sense of belonging and a stable platform from which to grow.

Karinya House was established by the community and we continue to draw strength and sustainability from our partnerships with community, government, and the business sectors. We are unwavering in our commitment to identify and support the development of networks around women. While strengthening partnerships with government and non-government agencies.

Karinya House is committed to ethical and effective practice. Innovation and development in service excellence is achieved through practicing critical reflection, engaging with research and peer based learning. The Karinya House Practice Framework recognises that personal growth comes from life's experiences and promotes ongoing personal and professional development for women, staff and volunteers. Practitioners exercise professional judgement within an organisation and policy context, complimented by professional supervision and ongoing evaluation and continued professional development.

At Karinya House we value each individual and recognise their lived experience.

We offer women practical support and opportunities that enable the development of confidence, a positive sense of self and personal skills.

We are dedicated to providing appropriate professional services and facilities.

We provide a place of sanctuary and growth for women.

Our Vision	To provide a place of welcome, sanctuary and community to women, where each woman is recognised for her unique story and where individual case planning nurtures her holistic wellbeing. Women are supported to develop their own pathway in finding their way forward.
Our Principles	<p>Through an attitude of self-respect and respect for others we recognise the value of each person.</p> <p>We engage in genuine dialogue with women, listening to their lived experience and recognise that they are the experts in their own life.</p> <p>We build relationships to create a sense of belonging and to effect positive change in the lives of our women and the broader community.</p> <p>We work as a team, with women, the community, government and other service providers to multiply our energy and improve outcomes for all.</p>
Our Values	<ul style="list-style-type: none"> • Respect and Appreciation • Care and Compassion • Commitment and Loyalty • Integrity • Trust and Confidentiality • Excellence in Management and Service Delivery • Effective Collaboration and Community Development
Our Skills	<p>We continue to develop our skills through:</p> <ul style="list-style-type: none"> • Respectful engagement • Critical reflection • Professional development and training • Cultural consultation
Our Knowledge & Wisdoms	<p>Our professional knowledge comes from:</p> <ul style="list-style-type: none"> • Women • Families • Communities • Peers • Research & theory
Our Culture	<p>We work within a culture of:</p> <ul style="list-style-type: none"> • Compassion and empathy to reflect to women their unique worth and affirm their sense of self • Collaboration • Relationship-based practice • Shared management of risk • Continuous learning
Our Organisation	<p>Our approach is framed by:</p> <ul style="list-style-type: none"> • Legislation • Sound governance, policy and procedure • Sector best practice standards. • Flexible and resourceful service delivery • A commitment to culturally appropriate service provision ■

Appendix C

Update to Karinya House Strategic Plan - March 2024

Summary

A Strategic Planning session was convened in February 2024 which involved the participation of the Executive Staff Leadership Team and the Karinya House Committee. As a result of this session, as well as information collected through two commissioned studies (a housing and a demand study) the Karinya House Committee agreed to amend the current Karinya House Strategic Plan 2021-2025 in two ways:

1. amend the current research strategic priority area to reflect the evolution of our work in this area – and focusing on using evidence to directly improve the service vs for other means; and
2. incorporate a new Strategic Plan priority focused on access to affordable and appropriate housing for pregnant or parenting women.

The current Karinya House Strategic Plan runs from 2021-2025 and planning for the next Strategic Plan will commence in early 2025. This Appendix serves to document the revised strategic priorities until the next planning phase commences.

Context

Between the 2019-2020 and 2022-2023 financial periods, the average length of stay for a woman in the Karinya House residential facility had increased 209% from 116 to 243 days. Women were being forced to stay at Karinya House longer than was necessary or beneficial because of a lack of safe, affordable and appropriate housing in the ACT for women who are pregnant and or parenting newborns. The difficulties moving women through the service had significant implications for Karinya House and the women we walk alongside, including an increased proportion of casework staff resources needing to be devoted to finding women suitable housing, and protracted residential stays also resulting in increased frustration amongst both women and staff.

In response to this issue, Karinya House engaged local consulting firm, *Iceni Group Pty Ltd* on a fully pro-bono basis to complete a study examining a range of community and affordable housing models to examine the possibility of applying any of these models to support the cohort of pregnant and parenting women in the ACT context.

As a result of this study, Iceni identified that Karinya House was in a unique position to contribute to solutions, recommending that the needs of the cohort would be best met by Karinya House pulling 'more than one lever'.

Together, the Karinya House Executive Staff Leadership Team and the Committee identified that, given the significance of the housing supply issues for Karinya House service delivery, coupled with the recommendation that Karinya House could contribute to solutions, the organisation should invest staff resources in developing and strengthening housing pathways. As a result, a decision was made to update the organisation's current Strategic Plan to incorporate a new Strategic Priority area.

In addition, a separate small change was agreed to the existing research strategic priority area to reflect the work that has already been done to date and to move towards ensuring research and evidence is utilised in a meaningful way to inform continuous improvement in Karinya House service delivery.

Strategic Priority Area changes

1. This research-focused strategic priority area has been updated to:

Strategic Priority: **Research-informed and evidence-based service delivery**. *Karinya House can demonstrate and applies the benefits of an early intervention model of practice within a framework of care and compassion.*

2. The following new strategic priority area has been added:

Strategic Priority: **Access to Housing**. *Access to safe and secure housing requires immediate consideration.*

Actions:

With Committee input, explore Karinya House's requirements for long term safe and secure housing for women that aligns with our ideal model of care provision.

We will explore partnership opportunities with housing providers and developers that can meet our requirements.

Notes: i) Karinya House service data as reported in the 2022-2023 Karinya House Annual Report. ii) Changes to wording from original 2021-2025 Strategic Plan research priority area have been underlined.