



VincentCare  
Victoria

*Strategic Directions*  
2015-2018



## Message from the Chairman

Over the past four years, VincentCare has initiated significant review and reform, and action to guide the way the organisation delivers services to clients in order to ensure that our service delivery fulfils our mission to care for the most disadvantaged.

Key successes have included successful planning and execution and improved processes for staff consultation and reflection. The models of best practice incorporated into VincentCare's hub model have positioned the organisation to become a leader in innovative client service delivery enhancing capacity to adapt to new policy frameworks and reform agendas; and widespread appreciation of the work that has been done to put the client at the centre of service delivery.

Strategic Directions 2015-18, builds on the success of our previous strategic plan through a focus on six key outcome areas. While continuing to focus on the needs of our core client group, key components of our new strategic direction include:

- Supporting clients to both define and achieve their own goals and aspirations

- An integrated approach to stakeholder engagement to strengthen and build relationships and partnerships
- A skilled and engaged workforce of people whose values align with the organisation
- Effective, transparent, informed management structures and organisational processes
- A strong foundation for future growth, including industry leading service design and brand
- Innovative leadership at all levels of the organisation, including the development of leadership pathways.

On behalf of the Board, I commend to you Strategic Directions 2015-18 - confident that it will ensure the organisation continues to provide the most effective and life-changing support to disadvantaged people living in the community.

Rod McDonald  
Chairman

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## Message from the CEO

VincentCare is well equipped to provide a continuum of services that most effectively meet the needs of people experiencing or at risk of homelessness.

Strategic Directions 2015-2018 looks outwards, to ensure that VincentCare is aligned with, and prepared for, the changing external environment in which we operate.

Some of the key external drivers that have informed the development of Strategic Directions 2015-2018 include:

- Consumer directed support: empowering clients to define their aspirations will best position VincentCare in a consumer directed environment and contribute to improved outcomes for clients.
- Government and sector reform: across the human services sector, wide ranging reform agendas have been introduced to drive efficiencies in the way that services are delivered to provide more comprehensive, integrated and outcomes focused supports for vulnerable people.

- A changing workforce profile: attracting and retaining skilled and committed employees aligned to our values, is a key strategic priority for VincentCare moving forward.

The development of Strategic Directions 2015-2018 has been undertaken through extensive planning and consultation by the Board, Senior Management Team and staff from across the organisation. I have appreciated the expertise and commitment of all those who have contributed to its development and look forward to the challenges that lie ahead in the implementation of our new strategic direction.

John Blewonski  
CEO

## Key Achievements *Strategic Directions 2012-2015*

- The establishment of accommodation and Service hubs to better support our clients in partnership with other agencies
- Creation of our Homelessness Recovery Model and the supporting frameworks for engagement, coordination, case management and participation
- Completion of a Master Plan for the redevelopment of our Inner Melbourne facilities
- The establishment of the Quality Framework which has aligned our efforts in service integration and improvement, risk management, policy development, audit and OH&S
- Adoption of a revised organisational Mandate, Aspiration and Purpose and the incorporation a values framework to guide our work
- The adoption of our Research, Evaluation and Advocacy Framework to support our Operating Model
- Establishment of our Annual Staff Awards and the Ozanam Travelling Scholarship
- Articulation of our Workforce Strategy and Learning and Development Framework
- Development and implementation of a comprehensive IT Strategy to support our work
- Enhance partnerships across the sector with government, other agencies, peak bodies and the SVDP Society

## Key Outcome Focus *Strategic Directions 2015-2018*

1

Delivery of effective client outcomes

2

Viable and sustainable organisation

3

Embedded governance and accountability structures

4

Competent and innovative leadership

5

A productive and engaged workforce

6

Valuable stakeholder relationships

A man with short dark hair and a goatee, wearing a black jacket over a grey hoodie and blue jeans. He has a lanyard around his neck and a black earring. He is looking slightly to the right of the camera. The background is a blurred outdoor setting with a lattice fence and greenery.

## Delivery of effective client outcomes

Continue to focus on our core client cohort; whilst strengthening partnerships to ensure that all clients can access the supports they need.



### Ensure the aspirations of clients shape services

- Consult with clients to embed co-design principles in shaping future service delivery models, including the establishment of the Client Advisory Committee and conducting annual client surveying



### Shift focus from delivering services to helping people transform their lives

- Transform services to be delivered with a client-centred approach through the implementation of the Homelessness Recovery Model



### Ensure our services are appropriately targeted to those who are most in need

- Develop systems to identify marginalised groups and support innovative measures to engage with these groups to create opportunities for positive and sustainable outcomes, including the development of a Client Diversity Framework and Reconciliation Action Plan



### Deepen organisational knowledge to inform service responses in order to achieve effective client outcomes

- Enhance VincentCare's research agenda by fostering a 'knowledge culture' within the organisation



## Viable and sustainable organisation

A strong foundation for future growth, the development of sound infrastructure, industry leading service design and a recognisable brand.





### Maintain and grow diverse income streams

- Establish greater geographic diversification of service locations, including in regional areas.
- Develop a stronger community aged care presence
- Establish a committee for the management of VincentCare's financial corpus
- Continue development of VincentCare's social enterprise offering
- Implement VincentCare's fundraising strategy



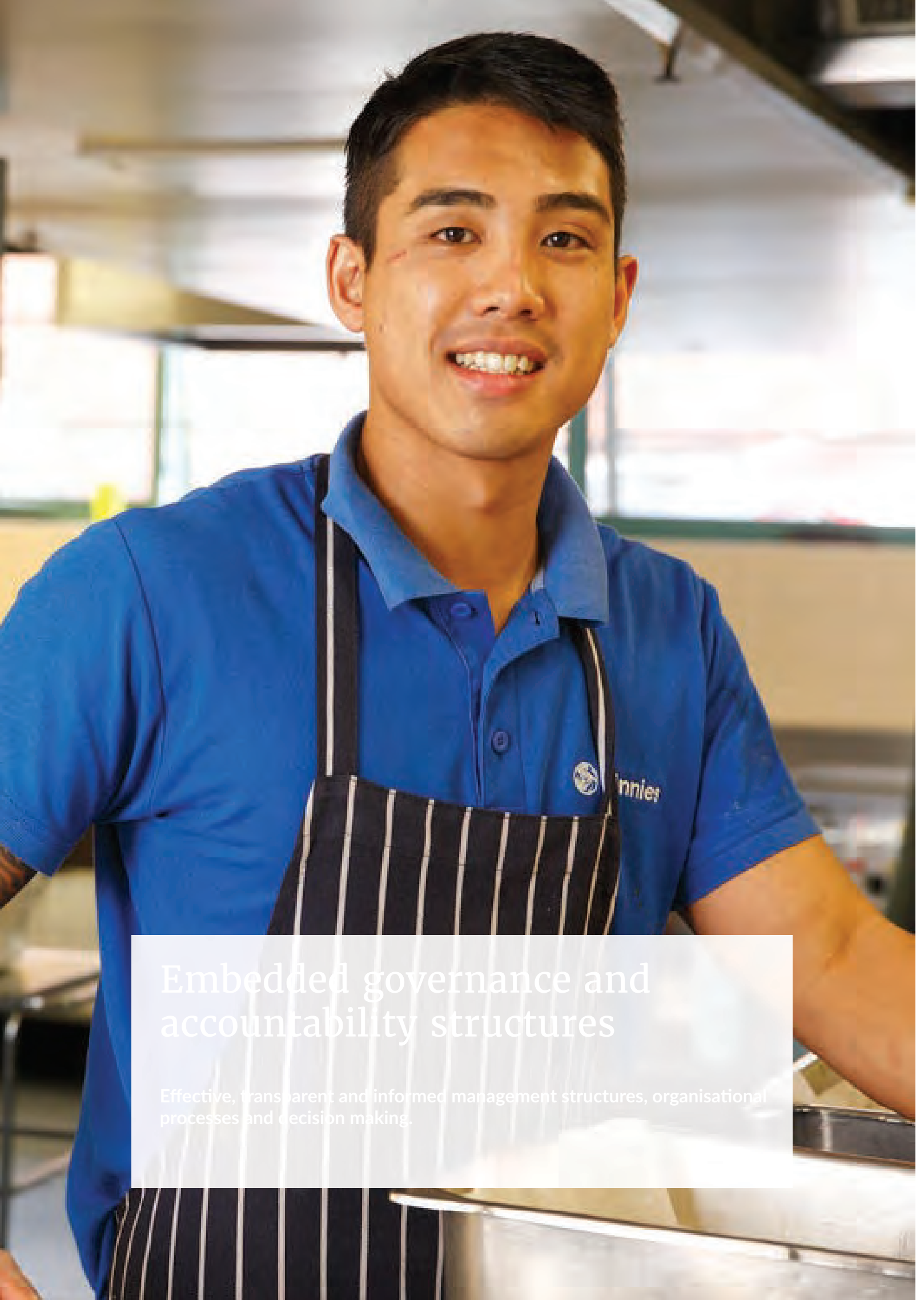
### Develop our infrastructure based on service design and client demand

- Develop IT capability to meet current and future service delivery needs
- Develop IT resources that directly benefit clients
- Continue development of VincentCare's physical infrastructure to meet the needs of our organisational and operating models



### Be an Influential advocate for VincentCare clients

- Develop a Client Advocacy Framework
- Develop a VincentCare Volunteer Strategy which clearly articulates programs available for individuals, corporate organisations and community groups
- Continued development of the VincentCare brand and profile



## Embedded governance and accountability structures

Effective, transparent and informed management structures, organisational processes and decision making.



## Maintain clarity surrounding the Board's role, responsibilities and composition

- Undertake an annual review of the VincentCare Governance Charter to ensure its continuing applicability
- Implement a comprehensive Board recruitment strategy and induction program
- Commit to maintaining regular Board evaluation and renewal

## Ensure the Board has in place effective process to envision the future for VincentCare

- Ensure ongoing review of the mandate, purpose and aspiration to determine continuing alignment with mission
- Identify opportunities for ongoing Board education on both the internal and external operating environment to promote continuous policy dialogue
- Embed a focus on forward planning of Board-related activities within the Annual Board Calendar
- Maintain a focus on strategy on the Board's meeting agenda and at the Annual Planning Workshop

## Invest in systems and frameworks that ensure adequate controls of internal and external reporting processes.

- Promote the ownership of good governance and accountability throughout the organisation via the Quality Framework in the areas of policy, practice and continuous improvement
- Maintain a strong focus on systems for monitoring and management of finance, risk, compliance and accreditation


## Create a culture that promotes integrity and accountability.

- Encourage open conversations on the values of the organisation and enhance the existing code of conduct to align with VincentCare's mandate and values

A photograph of a woman with brown hair tied back, smiling warmly. She is wearing a black short-sleeved top and a white lanyard with the VincentCare logo and values: 'Leadership', 'Accountability', 'Operational Excellence', 'Innovation', and 'Support'. The background is a blurred indoor setting with a wooden wall. A semi-transparent white box is overlaid at the bottom of the image, containing text.


## Competent and innovative leadership

At all levels of the organisation, leadership and ownership are aligned with VincentCare's values.



### Articulate and promote leadership within VincentCare

- Expand the Alignment and Engagement Strategy to support visibility of VincentCare leadership
- Develop a Competency Framework aligned to the values to improve role proficiency, service delivery and leadership performance



### Engage external stakeholders in the development and enhancement of the VincentCare Leadership Outcome

- Develop a Corporate Social Responsibility Program to support and mentor VincentCare leaders



### Define and develop leadership success pathways

- Implement a succession planning framework that includes:
  - a. early identification of aspiring managers and emerging leaders
  - b. role coaching
  - c. targeted work experience
- Implement VincentCare's Workforce Strategy





## A productive and engaged workforce.

A skilled and empowered workforce, comprised of people whose values are aligned to VinçotteCare, each with opportunities to develop.



### Embed workforce planning

- Ensure workforce planning is incorporated into key strategic documents, including VincentCare's Service Model, and develop a Diversity Framework to support a flexible and adaptive workforce.



### Enhance attraction, engagement and retention

- Develop a professional development plan that incorporates opportunities to access external training and reviews specific sector drivers for the attraction of skilled, qualified and committed staff with a focus on capability and compassion.
- Align reward and recognition with organisational performance metrics.
- Develop a student and graduate program






## Valuable stakeholder relationships

VincentCare as a sector leader and key government influence, with multiple beneficial, targeted and effective partnerships.






Identify, prioritise and engage relevant stakeholders using objective measurements and clear delegations of authority

- Undertake a Stakeholder Gap Analysis and full environmental scan to contribute to a proactive approach to stakeholders, improved opportunities for cross-sector collaboration and a more mobile and responsive organisation



Enhance VincentCare's Stakeholder Management Framework

- Generate specific actions for positions under the Delegations of Authority Framework, and link to individual hub and business planning processes and/or work plans



Promote an integrated and strengthened relationship between VincentCare and SVDP Society

- Identify strategic opportunities for engagement with SVDP Society and local Conferences

# Programs and services

## Inner Melbourne Community Hub

### Ozanam House

- Crisis and Accommodation Services
- Ozanam Catering
- Volunteer Program

### Case management services

- Outreach to community clients
- Women's Early Intervention Program
- Intensive case management

### Ozanam Community Centre

- Initial Assessment and Planning
- Drop in program
- Meals service
- Client Volunteer Program
- Visiting services
- Planned activity groups
- Financial Wellbeing and Capability

### Alcohol and other drugs services

- Quin House
- Reconstructing Life after Dependency (RLAD)
- Brief Intervention Program
- Substance Treatment and Recovery (STAR)

### Home Care Packages

### Planned Activity Program

### Young Adults Support Services

- Diversity Program
- Counselling Service
- First Response Initiative
- Intensive Support Service
- Outreach Support Service
- Transitional Housing Management
- Private Rental Brokerage Program
- Youth Justice Community Support Service
- Youth Justice Homeless Assistance

### Support services

- Access and Support Program
- Accommodation Options for Families
- Community Capacity Building
- Community Connections Program
- Crisis Support Service

## Social Enterprises Hub

### Ozanam Enterprises

## Northern Community Hub

### Accommodation services

- Initial Assessment and Planning
- Tenancy and Property Management
- Transitional Housing Management
- Sunbury Gardens
- Independent living units

### HomeConnect

### Volunteer Program

### Home Care Packages

### Substance Treatment and Recovery (STAR)

# Mandate, Values, Aspiration Purpose and Motto

## Mandate

VincentCare was established to extend the Christian Mission of the St Vincent de Paul Society to support and advocate on behalf of the most disadvantaged Victorians.

## Aspiration

To be the leader in providing care, hope and advocacy for those facing disadvantage.

## Purpose

To create opportunities and lasting change for the most marginalised.

- Support individuals and their families so that their basic needs are met in terms of food, shelter, safety and security;
- Provide access to programs and pathways that strengthen an individual's resilience and support them in accessing opportunities within their communities; and
- Advocate and build capacity in order to redress the structural inequalities in the community that create disadvantage

## Motto

People, Place... Purpose

## Values

**Courage** – to be the voice of support for the vulnerable and marginalised

**Leadership** – influencing and supporting those around us to achieve positive outcomes for the benefit of others - confident that real change can take place

**Accountability** – acting with integrity, being honest, remaining accountable and transparent in all our work and relationships

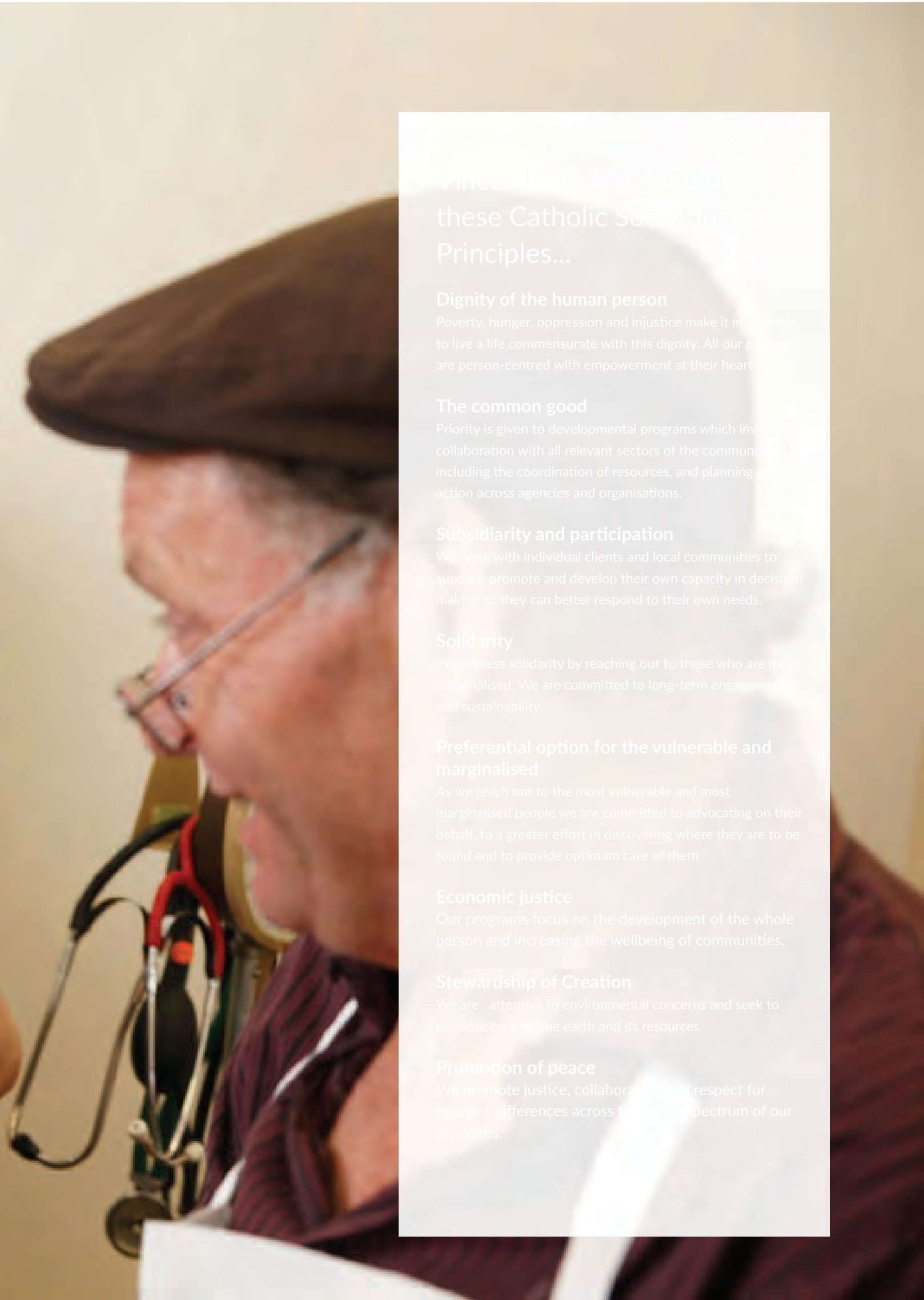
**Compassion** – being sensitive, understanding and caring in our interactions with all people

**Excellence** – being the best that we can, demonstrating professionalism in our work, always striving to find innovative and effective ways to support those facing disadvantaged in the achievement of our mission

**Dignity** – treating each person with respect and as we expect to be treated, offering love and acceptance







## VincentCare is guided by these Catholic Social Justice Principles...

### **Dignity of the human person**

Poverty, hunger, oppression and injustice make it impossible to live a life commensurate with this dignity. All our programs are person-centred with empowerment at their heart.

### **The common good**

Priority is given to developmental programs which involve collaboration with all relevant sectors of the community including the coordination of resources, and planning and action across agencies and organisations.

### **Subsidiarity and participation**

We work with individual clients and local communities to support, promote and develop their own capacity in decision-making so they can better respond to their own needs.

### **Solidarity**

We express solidarity by reaching out to those who are most marginalised. We are committed to long-term engagement and sustainability.

### **Preferential option for the vulnerable and marginalised**

As we reach out to the most vulnerable and most marginalised people we are committed to advocating on their behalf, to a greater effort in discovering where they are to be found and to provide optimum care of them

### **Economic justice**

Our programs focus on the development of the whole person and increasing the wellbeing of communities.

### **Stewardship of Creation**

We are attentive to environmental concerns and seek to promote care for the earth and its resources.

### **Promotion of peace**

We promote justice, collaboration and respect for people's differences across the broad spectrum of our programs.



**Compassion**

**Courage**

**Excellence**

**Leadership**

**Dignity**

**Accountability**

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