



Strategic Directions 2018-2023

Leading the way to a better life



Acknowledging the past, presenting the future

2018-2023

Almost a decade ago, VincentCare identified the importance of developing new ways to work with Victoria's most vulnerable. Consulting with clients, and working from a strong evidence base, including understanding the external operating environment and global trends, the Board developed an innovative model of care which became a centrepiece of our *Strategic Directions 2012-2015*. At VincentCare, we recognise that factors leading to homelessness are multifaceted and that clients often present with a range of complex issues. Importantly, we recognise that trauma and homelessness are inextricably linked.

To remain true to VincentCare's purpose and aspiration, our strategic direction must first offer hope in addressing the circumstances that lead

to homelessness and then empower clients to develop strong, supported pathways towards stable accommodation and independent living within their communities of choice.

In 2018, that has evolved into a leading practice known as the Homeless to Recovery model.

VincentCare's mandate continues to drive the Board – it is derived from the challenge set by our founder, Frederic Ozanam, more than 150 years ago when the Society of St Vincent de Paul was formed: "You must study their condition and their injustices, which brought about such poverty, with the aim of long-term improvement."

Determining priorities based on an extension of this person-centred approach is vital. It has proven successful across our two transformational strategic plans; 2012-2015 and 2015-2018.

The Board has put quality and professionalism

at the core of VincentCare, represented by values that are understood and lived throughout the organisation and beyond. This has enriched our partnerships across the not-for-profit and corporate sectors, philanthropic organisations and all levels of government. At the heart of these is a trust in the true collaboration that VincentCare offers.

This trust is most evident in the world-class \$47m redevelopment in North Melbourne, a hub designed to help more than 250 people experiencing homelessness every day. It will provide 134 apartments and a homelessness resource centre with a platform for co-located services offering education, health services and support.

The trust is also evident in early outcomes from VincentCare's Diversity Strategy with clients expressing a high level of satisfaction. The Board recognises the importance of embracing inclusive

practice that enables staff to work more effectively with those facing homelessness and housing stress, regardless of their ability, cultural background, ethnicity, gender identity, sexual orientation or religion.

In 2017, the Board initiated *Strategic Directions 2018-2023*. To inform the next strategic cycle, VincentCare investigated national and international trends in social services and consulted widely to understand the organisation's strengths and opportunities, and the perception of VincentCare among clients, in the sector and beyond.

The Board determined that in order to best respond to the significant reforms occurring across the Australian social services sector, it required a long-term vision.

The Strategic Pillars, which form the foundation of *Strategic Directions 2018-2023*, will ensure

VincentCare is:

- Truly person-centred, inclusive and empowerment focussed;
- Sustainable into the future;
- Innovative and determined to lead in practice, service and partnerships;
- Moving to a focus on place-based services; and
- Increasing its advocacy and influence.

The Board is committed to these pillars and excited by the positive impact they will have on clients and the Victorian community.

VincentCare has a very proud history. With our clients, staff and management, and partners, we will continue to provide lasting change for the most marginalised, well into the future.

Rod McDonald
Chairman



Our purpose

To create opportunities and lasting change for the most marginalised.



Our aspiration

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



Our values

Courage. Compassion. Accountability. Excellence. Leadership. Dignity.



Our 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.



VincentCare values and celebrates diversity and is committed to providing housing and support that is fully inclusive.



Strategic Directions 2018-2023

VincentCare Victoria is committed to housing as a human right and the principles of social justice, which ensure that every individual is treated with dignity and respect, regardless of their ability, cultural background, ethnicity, gender identity, sexual orientation or religion. This along with the organisation's purpose, aspirations and values are at the core of *Strategic Directions 2018-2023*.



Client centred

VincentCare remains dedicated to supporting the most disadvantaged. We will continue to engage with clients to determine how services should be developed and delivered, in line with individual needs and aspiration.

What we will do:

We will focus on understanding the client experience, which will inform our client engagement and service coordination. We will further embed our person-centred, strength-based, trauma-informed focus into our Homelessness to Recovery model.

How we will do it:

- Have clients' voices heard in a way that supports engagement and provides change that is more meaningful for more clients;
- Empower clients to access services that meet their needs, rather than fitting in with the existing siloed service system;
- Use data, analytics and human-centred design to understand how clients are exposed to our services, their aspirations and their strengths; and
- Provide choice and control over services to the extent that is possible.



Growth

VincentCare is well respected as a leading community service organisation. In order to consolidate market position, the agency will pursue opportunities to grow in line with our purpose.

What we will do:

We will grow infrastructure, services, capacity and reach to meet the needs of the most vulnerable. Working with our partners, we will develop innovative service responses and use place-based approaches to better meet the needs of our clients.

How we will do it:

- Develop and strengthen partnerships to support clients more holistically;
- Develop a collaborative framework with partners and structured referral pathways to ensure a consistent level of service;
- Carefully consider demographic trends to better support the communities we work in and consider areas for expansion;
- Consolidate our focus on safe and secure accommodation; and
- Leverage our resources to better respond to emerging needs in infrastructure, people and financial investment.



Innovation

The housing and homelessness sector is rapidly evolving. VincentCare will continue to innovate to stay at the forefront of change; meeting client needs and aspirations.

What we will do:

We will embed a focus on innovation into the core of our operations and service delivery. We will promote bravery in trying new things within the context of our quality framework and our Homelessness to Recovery model.

How we will do it:

- Adopt human-centred design principles where appropriate, particularly in engaging stakeholders and the community;
- Embrace innovative and responsive service design and thereby improve our services to clients;
- Commission research into world-leading service delivery and policy approaches and test these for viability within our service offering;
- Adopt an agile approach to development and delivery; and
- Identify innovative funding mechanisms.



Place-based service

VincentCare will work towards an asset-based, community-development approach to providing services to the most marginalised.

What we will do:

We will further develop place-based services, which are designed and delivered to respond to specific geographical populations with complex social needs and entrenched disadvantage. We will work with communities to identify spaces and infrastructure for service delivery or to run community engagements.

How we will do it:

- Cement our relationships in communities across Victoria to enhance our service offerings for clients;
- Work with local communities to create sustainable communities and build individuals' resilience;
- Identify the use of existing assets and other infrastructure to further support the community; and
- Review options for partnership with new organisations; co-locating with other services; establishing new hubs and focussing on specific communities in which to expand.



Advocacy and influence

VincentCare will continue its proud history of advocating and influencing, on behalf of the most vulnerable.

What we will do:

We will leverage our reputation within the government and the sector to advocate and influence. We will develop a stronger voice across the state to ensure lasting change for those in housing stress and those who are chronically homeless.

How we will do it:

- Develop a stronger evidence-based advocacy platform to shape decision-making;
- Develop stronger policy platforms to shape discussions in the sector and in the community;
- Capitalise on data analytics and client stories to highlight success and influence the development of better services across the state;
- Encourage collaboration across the state to strengthen the sector's understanding of housing and homelessness issues; and
- Invest in strategic communications, including stronger audience-focussed channels and increased presence in third-party channels.



Enablers: What we require to achieve our Strategic Directions

The Board has identified five enablers, which are critical in driving *Strategic Directions 2018-2023*. They are:



People

We will maintain a clear focus on developing and retaining our skilled and professional workforce and volunteer team. We will implement hiring targets for culturally and linguistically diverse and First Nation people with a view to reflecting our client base.



Technology

VincentCare will be agile to changing technology both for the client and for the organisation. We will use technology and analytics to drive more efficient, effective and engaging operations, increased growth in areas of need and more person-focussed services.



Position

We will reconsider how our market position – branding, information sharing, media, marketing, fundraising and policy – can contribute to a more sustainable organisation. We will utilise strategic partnerships and sponsorships to improve our position.



Funding

We will explore the use of our market position and our outcomes data to advocate for improved funding for housing and homelessness services, and we will extend our strategic fundraising initiatives.



Knowledge

Generate value through acquired data and knowledge to provide insights in housing and homelessness services, to provide policy and advocacy capacity, to support clients to tell their story of recovery, and to remain a leader.

Outcomes: Strategic Directions



VincentCare values and celebrates diversity and is committed to providing housing and support that is fully inclusive.

In each of the five pillars, VincentCare will improve outcomes for clients, for volunteers, for staff and for the broader community.



Client centred

- Empower more clients to achieve their short and long-term goals;
- Enter partnerships with more organisations, particularly mental health and training, to better focus on the whole person;
- Normalise volunteer services for clients; and
- End service reliance.



Growth

- Increase the number of owned and leased properties;
- Develop more Social Impact Bonds; and
- Increase early intervention and homelessness programs in targeted geographic areas where people with complex needs and those at risk of homelessness are identified.



Innovation

- Target right time, right place, right response services;
- Continuously evolve our evidence-based practice;
- Increase mobile devices and expand our sector-first, single client record to provide more integrated services and casework, and undertake referrals; and
- Provide better digital engagement and networking for clients.



Placed-based service

- Shift the stigma of homelessness and homeless issues to one of community support, strengths and capability;
- Identify our existing assets and those of others to increase support services, resilience programs; and
- Identify new communities to provide new housing options where there is the greatest need.



Advocacy and Influence

- Ensure leadership through policy development;
- Increase the voice of clients in the community;
- Advocate stronger through traditional media and new media; and
- Improve our digital and social channels to ensure thought leadership, research and engaging clients' success stories.



vincentcare.com.au (03) 9611 9200

vincentcare@vincentcare.org.au [facebook.com/VincentCareVic](https://www.facebook.com/VincentCareVic)

twitter.com/VincentCareVic [linkedin.com/company/vincentcare](https://www.linkedin.com/company/vincentcare)



VincentCare
Engage. Enable. Empower.