



2006-2009 Strategic Plan



Introduction

ACSO has a proud 22 year history of providing support services in Victoria. Our beginnings centred on supporting those being released from prison but over time our work has expanded both within the criminal justice system and in other areas. Our reputation has centred on providing assistance to those individuals not generally welcomed or able to be supported by other services. Currently we provide programs in the areas of mental health, disability, transitional support, alcohol and drug and employment, with most of these services being focussed on those people whose behaviour, presenting issues or offending present particular challenges. In 2002 we commenced our first strategic planning process which established our purpose as making a difference in the lives of disenfranchised people and articulated our values.

ACSO's current strategic plan is based on a strategic vision, objectives and initiatives developed by ACSO Council and staff over a period of 12 months during 2005. A number of key documents were developed to support the development of the plan including an analysis of ACSO's position in the sectors in which we operate, our strengths and weaknesses as an organisation and an identification and review of the unmet needs of our current client groups.

Both staff and Council were keen to develop a plan that was outward focussed, that built on the achievements of our previous plan and that affirmed the agreed purpose and values of ACSO. Our strategic direction for the next 3 years represents a shift in focus from providing established services to adding value through identifying areas of greatest unmet need and finding ways to meet these needs in existing and new client groups. To support this we aim to play a greater role in influencing the public policy agenda and improving the options, access and acceptance of disenfranchised people in the community.

As a result the strategic objectives and the initiatives that form the foundation of the plan are focussed on developing our capabilities in a number of key areas. These objectives and initiatives are detailed in the plan along with the goals that we hope to achieve for each initiative area.

ACSO's 2006-2009 strategic plan represents an exciting opportunity to develop and improve ACSO over the next three years and when implemented will place us in a strong position for future strategic growth and development. It is an ambitious plan that will require an extensive integrated change planning process and the development of an organisational culture that will support our new strategic direction. However we are confident that the expertise and energy of our staff and Council and the ongoing support of our stakeholders will enable us to achieve our goals.



Our Values

RESPECT

Encouraging an environment that respects the situation and needs of our clients and that is respectful of the skills and abilities each staff member contributes to the organisation.

INTEGRITY

In our dealings with all our community of interest and in our use of government and other funding.

CARING

Providing a caring environment for our clients, staff and the community.

SHARED RESPONSIBILITY

Recognising that to make a real difference in our clients lives both ACSO staff and clients must take responsibility for change.

OUTCOMES

Acknowledging that as well as providing a respectful and caring experience for our clients we must also strive for positive change and achieve outcomes through their contact with us.

INNOVATION

Striving to find new ways to more effectively meet the needs of our clients and/or to provide services to clients where no other service does.

Vision and Voice

PURPOSE

To make a difference in the lives of disenfranchised people.

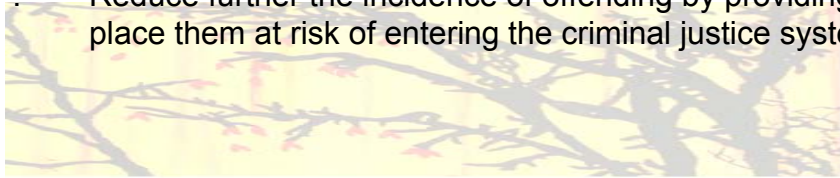
VISION

ACSO aims to contribute to individual and community wellbeing by increasing opportunities for disenfranchised people to positively engage with their communities and by reducing the impact of social disadvantage. ACSO will build on our expertise to enhance services to individuals at critical points in their contact with the justice system. Using our experience and knowledge we will inform the community about the issues facing our clients and our role in assisting individuals to lead more positive lives.



Strategic Objectives

- A. Improve the quality of services and options available to clients by providing detailed and reliable information to service providers and other decision makers to address the needs of disenfranchised people.
- B. Increase community awareness and understanding of the need for individuals to have opportunities to lead more positive lives.
- C. Influence policy makers and services aimed at crime prevention by using data, evidence and research to consider the issues facing our client group and those factors that lead to increased risk of marginalisation and offending.
- D. Reduce further the incidence of re-offending by providing tailored support services to recently released offenders.
- E. Improve options for those individuals whose mental health, cognitive functioning and circumstances are a significant factor in their risk of disenfranchisement.
- F. Reduce further the incidence of offending by providing tailored support services to people whose behaviour may place them at risk of entering the criminal justice system.



Strategic Initiatives

1. SERVICE ENHANCEMENT

- Accommodation
- Material Needs

2. FOCUSED RESEARCH AND EVALUATION

3. INCREASE STAKEHOLDER COMMUNICATION AND INFLUENCE

4. IMPROVE PARTNERING CAPABILITIES

5. KNOWLEDGE MANAGEMENT AND CONSOLIDATION

6. INCREASE DISCRETIONARY FUNDING



Initiative goals 2006-2009

1. Enhanced Service Delivery

Accommodation

ACSO will improve our response to referred clients experiencing, or at risk of experiencing homelessness. By reducing the impact of homelessness on our client group we aim to increase their quality of life and reduce recidivism. Opportunities to develop those living and social skills necessary to assist clients to maintain long term stable housing will also be increased.

Goals

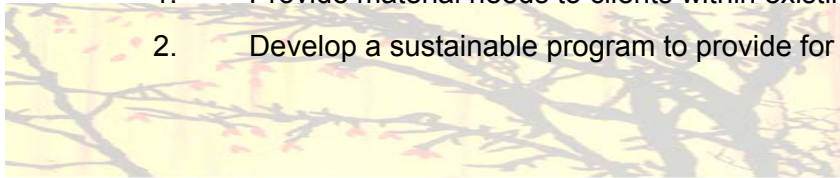
1. Define accommodation needs of clients and identify existing options and barriers to our clients accessing these options
2. Identify opportunities for ACSO to provide increased access and options to ACSOs' clients
3. Develop and trial new accommodation initiatives to address homelessness amongst client groups

Material Needs

ACSO will develop a sustainable structure to provide material aid to our clients. Providing for clients basic needs will also enhance clients abilities to remain crime free and complement the other programs that ACSO offers. By formalising material aid structures within ACSO and increasing these to better meet demand, staff will spend less time sourcing basic needs for clients and will be able to use this time to support clients make changes in their lifestyles.

Goals

1. Provide material needs to clients within existing resources
2. Develop a sustainable program to provide for the material needs of clients



Initiative goals 2006-2009 continued

2. Focussed Research and Program Evaluation

ACSO will evaluate current programs to improve service delivery to clients and increase our reputation in our areas of service delivery. Opportunities to work with new client groups will be researched to improve understanding of where ACSO could add value to the service system and make a greater difference in the lives of disenfranchised clients. Research and evaluation will then be leveraged to establish greater credibility in the sector and lead to improved partnerships and increased influence on public policy.

Goals

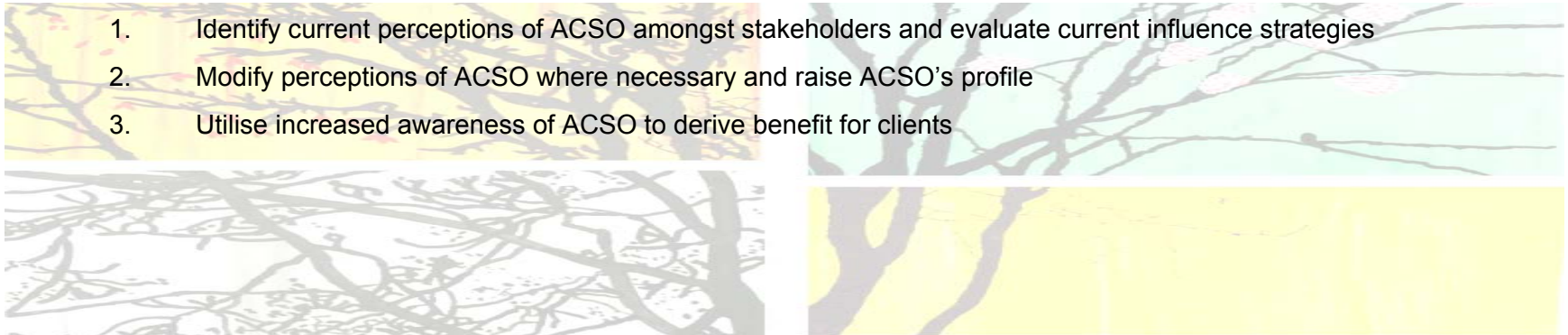
1. Develop program outcome evaluation framework and research agenda
3. Conduct research in an identified priority area
4. Collect and evaluate program outcome data
5. Leverage research and program outcome data for training, profile raising & partnering

3. Improved stakeholder communication and influence

ACSO will increase our capabilities in the areas of communication with and influence amongst all stakeholders in order to bring issues facing our client groups to the attention of policy makers, raise our profile with key stakeholders and increase our credibility as a high quality service provider. We will use our organisational knowledge and experience to increase our influence with opinion leaders and decision makers.

Goals

1. Identify current perceptions of ACSO amongst stakeholders and evaluate current influence strategies
2. Modify perceptions of ACSO where necessary and raise ACSO's profile
3. Utilise increased awareness of ACSO to derive benefit for clients



Initiative goals 2006-2009 continued

4. Increase partnering capabilities

ACSO will identify opportunities for collaboration and partnerships in order to better meet the needs of existing clients and to diversify into service areas where we would be able to add value. Through collaboration and partnerships we will raise our profile and strengthen our influence position.

Goals

1. Develop a partnership and relationship planning and development framework
2. Identify and develop partnerships/collaborations to enhance strategic initiatives
3. Maintain and further develop collaborative practice and service delivery

5. Knowledge Management and Consolidation

ACSO will better share and capture the extensive knowledge existing within ACSO. This will enable us to develop our staff, raise our profile and increase our credibility and influence. Improved knowledge management will enable us to offer accredited training to staff and external agencies and organisations possibly as a Registered Training Organisation (RTO).

Goals

1. Develop and implement basic knowledge management processes
2. Utilise and expand on knowledge management framework to enhance staff development and training
3. Investigate mechanisms of consolidating knowledge to generate funds through delivering accredited training in appropriate areas

6. Increase discretionary funding

ACSO will develop diverse funding streams and aim to increase our discretionary funding on an on-going basis. This will improve our ability to respond to the emerging needs of current and future clients groups, fund projects and make us less reliant on government funding.

Goals

1. Develop income strategy and identify organisational policy positions to better utilise existing financial resources
2. Identify sources of and seek funding for projects arising out of strategic initiatives
3. Develop and implement strategy to generate additional discretionary funds

Implementation Goals

1. Organisational Integration

To integrate strategic objectives into future program planning and development and to link program and staff performance goals to the strategic objectives.

2. Appropriate Resourcing & Stakeholder Engagement

To ensure that appropriate resources are made available to implement the strategic plan and to utilise the expertise of stakeholders in various aspects of implementation.

3. Staff Engagement

To empower staff to deliver initiative goals and develop ways to ensure sustained involvement and motivation over the life of the plan.

4. Disciplined Project Management

To sustain an implementation structure over the three years of the plan that recognises and celebrates achievements and reviews and modifies initiatives based on outcomes.

5. Leadership and Communication

To set an example in implementing ACSO's vision, values and strategic objectives through strong and visible leadership and effective communication to Council, staff and stakeholders.

6. Supporting Culture

To develop a culture that supports the future strategic direction and implementation of the plan through fostering a whole of organisation view, outward pride and confidence about what ACSO does and a willingness to collaborate and share within ACSO and with external stakeholders.

