

# Strategic Plan 2019-2021

**Standing with the vulnerable and disadvantaged, offering support, solutions and hope**

*We enable people who are homeless, disadvantaged and socially isolated to be nourished and safe, to have practical support and to find hope, experience belongingness and achieve to their full potential*

## Our Strategic Goals and Priorities

### Goal 1: Advance our mission and establish a new strategy

1. Reinforce our Mission with staff, volunteers and key stakeholders
2. Develop a board-approved strategic plan for FY 2019-2021
3. Communicate the strategy, priorities and outcomes to funders, staff and volunteers, alliance partners and other stakeholders
4. Confirm St. Mary's House of Welcome's role as a thought leader in the homeless sector

#### Performance indicators

- a. Updated strategy reviewed quarterly
- b. Increased awareness of our Mission and strategic direction
- c. Updated defined role for St. Mary's House of Welcome in the service system

### Goal 2: Review and redesign our service model

1. Improve our formal client service needs assessment process for prioritising clients quickly and confidently
2. Redefine our client management system that establishes a service program for each client
3. Enhance our reporting framework for services, costs and outcomes

#### Performance indicators

- a. Number of clients
- b. Operating to agreed service metrics and outcomes
- c. Increased % clients with a service program
- d. Reports on client outcomes, service resourcing, costs and service mix

### Goal 3: Redevelop the service portfolio

1. Review and redevelop the breadth of our services offers and locations and transition to a new scope of services
2. Develop a plan to ensure the sustainability of food services
3. Redevelop our service catalogue and service standards
4. Improve our service network collaborations and partnerships
5. Strengthen our research and evidence-based advocacy

#### Performance indicators

- a. Service co-creation with clients
- b. Improvements in service experience, costs and outcomes
- c. Work effectively with established research and training partners.

### Goal 4: Ensure efficient, dynamic and sustainable operations

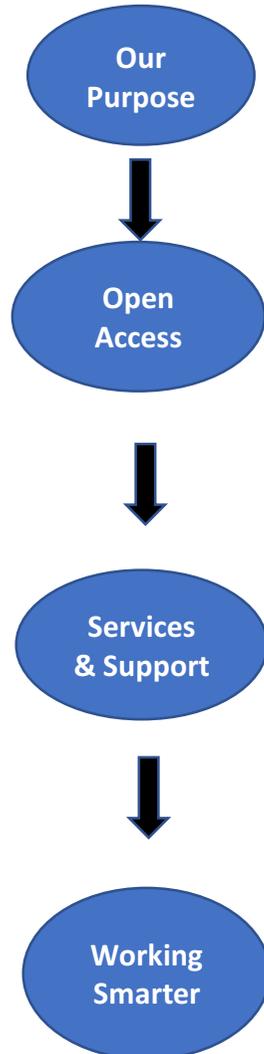
1. Ensure effective governance and organisational leadership
2. Safeguard our financial sustainability
3. Align structure, accountabilities and culture with the new strategy
4. Align systems, processes and policies with the new strategy
5. Invest in the capabilities of staff and volunteers

#### Performance indicators

- a. Operate to budget and funding streams
- b. Staff and volunteer training, engagement and satisfaction levels
- c. Progress against IT and systems improvement roadmap.

## St. Mary's House of Welcome Strategic Plan 2019-2021

*Our fundamental purpose is to enable people who are homeless, disadvantaged and socially isolated to be nourished and safe, to have practical support and to find hope, experience belongingness and achieve to their full potential.*



- ✓ We are an open access service. We turn nobody away but we prioritise people who are most vulnerable
  - ✓ We are non-judgmental and build trusting relationships with clients to show we care and to help us understand their most pressing needs
  - ✓ We provide purposeful, individualised and group support and work towards realistic client outcomes.
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- Our core services target the basic needs of people for food, cleanliness, clothing, safety and enjoyable company
  - We conduct individual risk and needs assessment and provide interim support, referral services and emergency relief.
  - In the provision of our services we are conscious of clients' mental health and their needs arising from substance abuse
  - Where the needs of people fall outside our scope or expertise, or where their needs could be better met by others, we assist them to access suitable vetted service providers.
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- We collaborate with clients to co-create our services
  - We use our resources wisely
  - We measure our operational efficiency and our client service effectiveness
  - We value accountability, capability development, teamwork and workplace safety
  - We collaborate with our supporters, our Catholic network and tertiary service providers.