



Strategic Plan

2024-26

Providing **connected services**
for more people in need





Acknowledgement of Country

Windana acknowledges the Traditional Owners of Australia and we welcome all Aboriginal and Torres Strait Islander people to our service. Windana provides a safe and welcoming environment for everyone.

Foreword

We are proud to present Windana's refreshed Strategic Plan for 2024-26.

Connected services

This plan follows our merger with TaskForce Community Agency and represents two legacies coming together as we step into a new chapter, providing connected services for more people in need.

People are at the centre of what we do, and we believe that every person deserves the opportunity to reach their full potential. To do this, we must continue to position ourselves to address increasingly complex client needs across a multi-faceted system.

Windana's expanded suite of services and expertise means we now provide holistic evidence-based services for adults and young people experiencing alcohol and other drug harms, family violence, mental health challenges and social disadvantage across Victoria.

Our Strategic Plan – built on six impact pillars – is designed to deliver measurable impact in people's lives, underpinned by a professional, highly skilled, dedicated workforce.

We know we are part of a complex ecosystem of intersecting services, and we are focused on meeting the unique needs and preferences of those who face greater challenges accessing services. Our Model of Care allows us to do this by offering a range of programs and services supported by partnerships with health professionals and other organisations that complement the services and programs we provide.

By intervening early and creating purposeful partnerships, we can help clients achieve improved outcomes while reducing demand on acute services.

External influences

There is no denying the challenging external environment we are operating in. Financial, political and environmental challenges are impacting not just our organisation, but clients, communities and the sector as well.

Our Strategic Plan positions us as a voice for change. We will influence policy, practice and research to improve outcomes for the people and communities accessing our services. We will do this by considering how we can work differently, amplifying the insights and wisdom of lived experience and be a strong voice for effective evidence-based policy and funding at a local, state and federal level.

Growth

We know that our environment and communities are changing and evolving, and we must also change and grow with them. Our desire for growth is not driven by the need for growth itself, but to deepen our impact on our communities. Our Strategic Plan provides a balance between continuing to provide quality client-centred services with our ambitions to grow and help even more people in a way that is sustainable.

This plan enables us to respond to challenges, opportunities and the shifts to come in the sectors we operate in, and drive change and improvements for those accessing our services.

As we begin this new chapter, we are excited by the opportunities ahead of us to provide connected services for more people in need.



Our Mission

Helping people to rebuild their lives.

About Windana

Providing connected services for more people in need.

Windana provides services across Victoria for adults and young people experiencing alcohol and other drug harms, family violence, mental health challenges and social disadvantage.

Our Model of Care puts clients at the centre of what we do to create positive change in people's lives. We work with families, communities and other organisations to deliver trauma informed, equitable, culturally safe and integrated services based on evidence and practice wisdom.

By intervening early and creating purposeful partnerships, we help clients achieve improved outcomes while reducing demand on acute services. And we are influencing policy, practice and research to help shape better systems for clients.

Together, we influence the broader system for a more positive and connected future.

Our Values

Acting with
integrity

Showing
respect for
each other

Being
authentic
and honest

Fostering
connection
and
collaboration

Pursuing
growth and
learning

Our refreshed brand

Coinciding with the release of our refreshed Strategic Plan is the reveal of Windana's refreshed brand.

Represented visually in the words, images, icons and colours you see, it reflects who we are as a merged organisation, and is a strong statement of our dedication to providing connected services to more people in need.

Our strategic pillars

Impact areas



Client
impact



Workforce
impact



Sector
impact



Sustainability
impact



Growth for impact



Innovation for impact

Impact drivers

Client impact

We will create more change in each life we are a part of by building trauma informed, equitable, culturally safe and integrated services, informed by evidence and practice wisdom. We will also grow our impact by increasing the number of clients we reach.

Objectives

1.1 We change more lives.

1.2 We deliver comprehensive, person-centred care.

1.3 We increase our reach and engagement with young people.

Success measures

- Our services improve clients' lives.
- We increase our reach to more clients across our services.
- We increase client engagement across a range of our programs.
- Our clients consistently report high levels of satisfaction with the services we provide.
- We have a comprehensive Model of Care, which allows us to offer a range of services across various locations to support clients.
- We partner with other organisations to deliver wrap around services to provide holistic support for clients.
- We have enhanced pathways to care for young people, focused on meeting their unique needs and care preferences.
- We collaborate with non-AOD agencies to deliver early intervention programs for young people.
- We establish values-aligned partnerships and collaborations.

Workforce impact

Our people are integral to the work we do. We develop, enable and inspire our team through effective leadership, learning and development to build strong professional teams and a safe, inclusive and diverse culture that delivers quality outcomes for clients. In an increasingly competitive labour market, we need to ensure we are positioned to attract, develop and retain the highest quality staff across all positions.

Objectives

2.1 We are an employer of choice.

2.2 We build capability across all levels of the organisation.

2.3 Our safe and inclusive workplace enables a diverse workforce to thrive.

Success measures

- Our Employee Value Proposition is competitive with similar organisations.
- Our rate of staff retention compares favourably to those of similar organisations.
- New employees report high satisfaction with the recruitment and onboarding processes.
- Our people report high confidence in managers and leaders.
- All of our permanent staff have Individual Development Plans.
- We invest in building the capability of our workforce to adapt to challenges in the sector and support Windana's long term goals.
- Our organisational culture and inclusive recruitment strategies support a diverse workforce.
- We are accredited as an inclusive workplace.
- We reduce the impact of Work Health & Safety incidents (injuries, near-misses, time lost, cost of claims).

Sector impact

We will actively influence the sectors in which we operate in order to improve outcomes for the people and communities accessing our services. We work with others to tackle cross-sector issues, and we play a role in building tomorrow's workforce by partnering with universities and training providers to create more pathways into our sectors.

Objectives

3.1 We will actively influence sector design and policies that impact clients, ensuring their voices are heard.

3.2 We regularly collaborate with cross-sector partners to work towards system change.

3.3 We contribute to the development of the future workforce.

Success measures

- Our influence is visible in government funding choices.

- Windana has established significant relationships with cross-sector partners by 2026.

- We partner with universities and education providers to create opportunities for students to engage with Windana.

Sustainability impact

We acknowledge that the health and wellbeing of clients and staff is inextricably linked to the health of our planet. In addition to achieving our Mission, we must also promote and preserve a healthy environment by reducing our carbon footprint, improving resource efficiency, enabling climate resilience and greening our built environments.

Objectives

4.1 We improve our resource efficiency to reduce our carbon footprint.

4.2 We are transparent in our total social impact commitments and performance.

4.3 We minimise the environmental impact of procuring goods and services.

Success measures

- Roadmap to Net Zero certification has been established by 2026.
- We implement waste management practices that reduce waste generation, increase recycling, and support the transition to a circular economy.
- We reduce our pollution and emissions by establishing organisational efficiencies.

- We fully implement our Reconciliation Action Plan.
- Annual reports include reporting against selected Sustainable Development Goals.

- 100% of our procurement tenders include environmental sustainability criteria.
- We choose suppliers who are committed to better environmental performance.

Growth for impact

We will continue our growth trajectory so that we can change more lives. Growth itself is not our end goal. As a larger organisation, we have a stronger platform to influence system change and leverage our organisational infrastructure, service mix and economies of scale to have a deeper impact on clients' lives. Our growth will be purposeful and in line with our Mission.

Objectives

5.1 We grow sustainability and with purpose to increase our impact.

5.2 Our financial foundations are secured.

5.3 Our corporate systems are growth ready.

Success measures

- We grow our revenue year-on-year.
- We explore and maintain a diverse property portfolio that supports our expansion into high-need geographic areas.

- We maintain key relationships with funders.
- We have renewed funding agreements for each program that is aligned with our core business.
- 10% of revenue will be from non-government sources by 2026.
- We maintain annual surpluses.

- We have fit-for-purpose supporting infrastructure in place.
- We have a brand that aligns to our growth aspirations.
- We are organisationally ready for an evolving funding environment (including pay-by-outcome approaches).

Innovation for impact

We are committed to continuously improving our programs, services and our organisation so that we can deliver more and better outcomes for the clients and communities we serve. This means investing in building the evidence base for our programs and exploring new practices and technologies that can help us change lives.

Objectives

6.1 Integrated technologies enhance our operational and client impact.

6.2 Stronger research and evidence building capability.

6.3 Innovation is embedded in our culture and practice.

Success measures

- We have systems architecture that supports an agile service delivery model and gives us access to real time information.
- Our people report being better enabled in their roles by technology.
- We are able to report on the outcomes that clients achieve through working with Windana.

- We have established key research partnerships.
- We regularly report on emerging evidence and evaluations related to our work.
- We develop an evaluation framework to build the evidence base for our programs and support organisational impact measurement.

- Innovation contributes to improved outcomes.
- We support and celebrate innovation at all levels.
- Our staff report high levels of engagement with innovation.



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