

drummond street services

STRATEGIC PLAN

2019 2022



We acknowledge the traditional owners of the land where we work and pay respects to elders past, present and future.

WHERE WE COME FROM

drummond street services, formerly the Charity Organisation Society (1887–1947), Citizen's Welfare Service of Victoria (1947–1996) and the Drummond Street Relationship Centre (1966–2010), has a remarkable history as one of the longest serving welfare organisations in Victoria. An examination of its history not only provides a unique historical account of its role in the organisation and development of welfare and social work practice but also traces the major social issues and events which impacted on the lives of Victorian families and communities for well over a century.

Throughout its history, **drummond street services** has had a proud tradition of independence of thought and will, without subservience to church or state. This independence has allowed a distinctive role in advocacy and success in numerous instances of

charity and government policy reform, research and contribution to the family intervention evidence base and the development of programs and services of excellence. In so many areas of social work practice its origins can be seen within the documented history of this organisation and the innovative services it sought to and develop and deliver, maintaining dignity and privileging our most marginalised and excluded.

The development of this Strategic Plan 2019–2022 not only stays true but builds on this history articulating a vision, mission and values which provides the platform for **drummond street services** and its entities **Stepfamilies Australia**, **queerspace** and the **Centre for Family Research and Evaluation** (CFRE) to work with our families and communities, respond innovatively to their needs and contributing to and challenging the organisation of welfare.

VISION

The wellbeing of all individuals, families and communities in Australia is promoted and supported throughout life.

MISSION

Promoting wellbeing for life.

We believe that the most effective ways to achieve our vision is to focus on two distinct core areas of work:

1. Using a public health framework and proportional universalism, we respond to community need through universal and targeted promotion, prevention, early intervention, treatment and recovery services designed to meet the needs of all individuals, families and communities.

2. Building evidence and knowledge in program and practice development and delivery to inform policy and service analysis and development, social and political commentary and advocacy.

Our efforts across both core areas must achieve tangible impacts across 6 domains of health and wellbeing known to improve wellbeing.





VALUES

Our values guide us in all aspects of our planning, design, delivery, decisions and allocation of resources.

Leadership

In the face of social, economic and cultural changes, our longevity as a leader in the provision and development of support rests in our unwavering commitment to respond creatively and intentionally to the changing needs of individuals, families and communities.

We demonstrate this by:

- » Remaining at the forefront of developing, evaluating and disseminating evidenced based programs, practices and research for over 132 years.
- » The development and provision of submissions and advice to governments, service sectors and the broader community regarding issues impacting on the health and wellbeing of all individuals, families and communities.
- » A political role in social commentary and the development of public policy for all as a basic human right and ensuring a voice for all families and communities.



Diversity

We avoid using limiting definitions of “family” and “community” to deliver equitable services that promote the needs of ALL families.

drummond street’s services and practice are relevant and responsive to the diverse, complex needs and lived experiences of our community.

We demonstrate this by:

- » Recognising that contemporary Australian families, have diverse cultures and backgrounds, gender identities and relationships not just limited to traditional-historical nuclear families, or heteronormative, but include kith and kin networks of extended families, families of choice formed around mutual support, healing, nurturing and caring functions.



- » Our work engages and supports our diverse community connections and aims to reflect the variable natures of our social memberships and the import of positive social connections to our wellbeing.
- » We assertively engage communities as defined by place, neighbourhood, identities; encompassing culture, faith, sexualities, gender, abilities, socio-economic status, shared interests or lived experiences.
- » Our programs and practices are designed and targeted to acknowledge these intersections and aim to respond to the experiences of inequality, oppression and marginalisation that many individuals and communities experience that impact on their wellbeing.



Inclusiveness

We take extra care and effort to ensure access to support and actively work to remove service barriers so anyone can participate in the full range of **drummond street services**. We work hard to design services where people feel safe and included, with services designed and flexible to accord with their lives.

We demonstrated this by:

- » A commitment to ensure ease of access by delivering services at locations where our communities and families live, work and play; through outreach into homes, co-locating and partnerships with community and universal services, ensuring our physical space, interactions and language ensure safety, welcome and inclusion.
- » Our Social Justice framework articulates a clear vision and goals in ensuring an intersectional and targeted focus in client engagement, the coproduction and codesign of services, particularly those that address inequalities across health and wellbeing outcomes.

Professionalism

drummond street maintains professional service standards. Employing highly committed, professionally trained and qualified staff with diverse experiences, backgrounds and skills, who reflect the communities we serve, including those with their own lived experiences of health and wellbeing issues or marginalisation.

We demonstrate this by:

- » Our affirmative action employment pathways for people from diverse communities and with lived experiences, as critical components of our co-production model, that assist the design of relevant and effective services that also offer hope and recovery.
- » Our HR practices ensure that all our staff are skilled, committed and through their work enact our social justice principles.



Quality and Transparency

drummond street ensures it delivers the highest quality of services and practice. Our work is founded on research, practice wisdom and the voice and needs of our clients.

We demonstrate this by:

- » Our Service Quality Framework ensure that **drummond street** has strong, clear processes and mechanisms that promote high-quality in-service development, and design, implementation and evaluation of programs and practice within a culture of robust governance, transparency, accountability and continuous improvement
- » Our evidenced based management approach (underpinned by our research and evaluation strategy) to build and apply evidence that supports the implementation of our programs and practice in accordance to external quality standards. Focusing on positive help-seeking experiences of all that use our services.
- » Our Annual Evaluation and Research report highlights program and practice learnings, including validated client level outcomes and impacts, as well as presenting new or emerging evidence.



Value and Innovation

drummond street uses its resources, judiciously to integrate, connect and add value where existing services are, rather than duplicating. We always aim to innovate where service gaps or needs exist.

We demonstrate this by:

- » The diversity and breadth of our service reach, along with our applied evaluation work to ensure benefits, high quality and the sharing of knowledge, i.e. through applied research and intervention trials, to meet diverse and changing community's needs.
- » Our Annual Evaluation and Research report highlights the breadth our research and evaluation work and is disseminated broadly to our communities, sectors, community partners and governments.



OUR CHALLENGE

Non-government organisations whose mission is to strengthen and support all individuals and families need to be flexible and responsive to the changing nature, definition and life course of the families within our local communities. Doing this at a time of increasing inequalities across health, economic and wellbeing indicators, and where issues of discrimination and exclusion remain, and with drivers such as colonisation, racism, violence, abuse and lack of access to power and resources continue to isolate and marginalise. drummond street addresses these challenges through the design of services that accord with principles of proportional universalism, offering support and services through collective platforms, with greatest service effort to the needs of our most vulnerable.

As a 130+ year old community-based organisation, drummond street's current strategic directions, further consolidates our universal public health approach and asserts our role as a service driven by social justice principles that influences everything we do; service. planning, service development and design; workforce development; applied research and evaluation; as well as contributing to policy agendas and reforms.

We achieve this by:

1. In our program and service delivery role – across all our entities; **drummond street services** and **Stepfamilies Australia**, **queerspace** and the **Centre for Family Research and Evaluation** (CFRE) redistributing resources and targeting inequalities via its support for families and communities across the life course.
2. Recognising the over representation of our most marginalised peoples, groups, families and communities that continue to experience poorer health and wellbeing outcomes. Specifically, our First Nations peoples, women and children, or those from different faiths, race, abilities, sexualities and or gender diverse identities. Our services and advocacy must, in some way, aim to respond where it can, to the policy, systematic and practice failures, especially for those individuals and communities who have experienced harm and abuse as highlighted by numerous inquiries and Royal Commissions.
3. Enabling all communities to express their collective interests and be part of generating solutions and connected to safe and affirming environments and have an active say in the design of services and programs, as encapsulated in our Social Justice framework and coproduction model.
4. A political role in social commentary and the development of public policy to reduce health and wellbeing inequalities and inclusion, to ensure a voice for all families and communities.



KEY RESULTS AREAS

Our Plan

1. Promoting and supporting individual's health and wellbeing and capacity to form robust, safe and healthy relationships.
2. Assisting ALL families in life transitions, supporting them to care for members across the life span, towards health and wellbeing.
3. Advocating and engaging with diverse communities who experience marginalisation, exclusion and oppression and supporting their self-determination and investment in their own communities.
4. Researching, evaluating and building a sound evidence base to inform our service provision, social commentary, policy and sector development.
5. Ensuring drummond street is fully resourced to perform its core activities.

Key Results Area	Activities across drummond street services , and its entities; ds programs, Stepfamilies Australia, queerspace and CFRE	Measures
1. Promoting and supporting individual's health and wellbeing and capacity to form robust, safe and healthy relationships.	a) The provision of a universal public health approach to support individuals in forming and maintaining healthy respectful relationships across the life span including primary prevention, early intervention, post- separation, and stepfamily formation support services	Number and range of programs developed and evaluated across the spectrum of interventions; promotion-prevention, early intervention, tertiary and recovery programs. Transparent and accountable client level outcomes reported across our 6 wellbeing domains/outcomes areas
	b) The provision of specialist services to address barriers and risks to individual health and wellbeing included targeted responses for diverse communities and their impact on families.	Number of specialist or innovative services; and Measurable education in individual health and wellbeing risks reported and collated annually.
	c) The targeted coproduction of primary prevention and support services for marginalised groups and communities to ensure engagement and appropriate support services.	Number of coproduced programs and services targeting diverse communities across each service entity and location.
	d) Building and using evidence and knowledge of the factors that influence health and wellbeing inequalities, violence and abuse in all forms. This includes using a social ecological approach to drive our effort at the individual, interpersonal – relationship (family, peer), cultural-community (workplace, neighbourhoods, community) and societal (social, policy and cultural norms).	Number of evaluations, reports, policy submissions, presentations and publications dissemination. Number of programs and services across the public health spectrum which reduce inequalities, violence and abuse.

Key Results Area	Activities across drummond street services , and its entities; ds programs, Stepfamilies Australia, queerspace and CFRE	Measures
2. Assisting ALL families in life transitions, supporting them to care for members across the life span	e) The provision of a universal and targeted public health approach to supporting all families (of origin and choice) across the life course	Number and range programs developed and evaluated across the spectrum of interventions; promotion-prevention, early intervention, tertiary and recovery programs across our 6 wellbeing domains/outcomes areas.
	f) Supporting families in their relationships, functioning, parenting and caring	Clients supported demographic & support needs profile reflective of communities across all program areas and locations.
	g) The provision of support to promote family wellbeing and reduce environmental hazards and adverse life events which impact on individuals and their families	Number and range of parenting support programs delivered universally and targeted to diverse communities % of parents, carers and families with positive outcomes across parenting and family relationships



Key Results Area	Activities across drummond street services , and its entities; ds programs, Stepfamilies Australia, queerspace and CFRE	Measures
3. Advocating and engaging with diverse communities who experience marginalisation, exclusion and oppression and supporting their self-determination and investment in their own communities.	h) We recognise the over representation of our most marginalised people, groups, families and communities in poor health and wellbeing outcomes point to inequalities, discrimination and oppression. This is well documented especially the case for our first nations people, so often for women and children, or for others of different faiths, race, abilities, sexualities and or gender diverse.	% of engagement across the range of drummond street programs and practice is representative of the diversity in our communities including: <ul style="list-style-type: none"> • First nations • LGBTIQ+ • CaLD and refugee, humanitarian entrants and asylum seekers • People of diverse faiths • People with diverse abilities
	i) We acknowledge the failures of policy, systems and institutions to understand and respond to needs or address inequalities.	
4. Researching, evaluating and building a sound evidence base to inform our service provision, social commentary, policy and sector development.	j) The quality, outcomes and impact of our services and programs are measured and inform research, reviews and program and practice development	% Programs, services and practice are implemented to a high standard and quality (fidelity data)
	k) The implementation and dissemination of diverse knowledge building research projects	% of programs and services with positive client outcomes across the 6 outcome wellbeing domains
	l) The Annual Research and Evaluation Report	Development, delivery and dissemination of knowledge building research and evaluation projects

Key Results Area	Activities across drummond street services , and its entities; ds programs, Stepfamilies Australia, queerspace and CFRE	Measures
5. Ensuring drummond street is fully resourced to perform its core activities	<p>m) Implementation and review of evidenced based operational and quality support functions including:</p> <ul style="list-style-type: none"> • People management • Quality systems • Compliance and Risk systems • Governance system • Finance systems • Technology and Facilities 	<p>Systems that support transparency, quality and accountability.</p> <p>Embedding digital platforms for; HR, Risk and Incident Management, compliance and contract management, financial systems, client and relationship management and processes to facilitate effective internal and external communications. Professional and workforce development across all areas of our workforce</p>

PRIORITIES FOR ACTION

drummond street services

recognises that our mission of promoting wellbeing for life and achieving this across our key results areas and work across multiple settings is critical. This means not just working to a single focus, single service for individuals, families, children, young people and carers; but across multiple levels to truly strengthen our communities, to contribute to the building of evidence-based policy, service systems, programs and practice, that also are flexible, inclusive, engaging, responsive and effective for all; and that we all work to eradicate all forms of inequalities and discrimination.



PRIORITIES OF ACTION

Actions with end service users – individuals, families, communities

INDIVIDUAL and RELATIONSHIPS

- » Individual/family support
- » Targeting poor health outcomes and promoting wellbeing

COMMUNITY

- » Working with community to support individuals and families
- » Promoting social connection to communities
- » Coproduction in research or action to build knowledge

Actions on behalf of individuals, families, communities

POLICY and SERVICE SYSTEM

- » Targeting practice, services, systems and policies that impact, exclude or marginalise individuals, families, communities
- » Advocate changes to practice, services, systems, and policies to address inequalities

SOCIETAL and STRUCTURAL DISCRIMINATION

- » Identifying and advocating to address health and wellbeing inequalities
- » Advocating removal of all forms of discrimination and prejudice (i.e. discrimination and norms based on: sexuality, gender, race, ethnicity, religion, language, disability, class, poverty, etc.)

