



Drummond
Street
Services

2022–2024

STRATEGIC PLAN





Drummond Street Services acknowledges the traditional owners of the land; the Wurundjeri people of the Kulin Nations and pays respect to their Elders both past and present.

Drummond Street Services acknowledges and apologises to the Aboriginal and Torres Strait Islander peoples of Australia for the injustices and trauma suffered as a result of European settlement, the Stolen Generation and other policies, such as the forced removal of children from their families, communities, culture and land.

Drummond Street Services recognises the significant impacts of this history and the fundamental importance of cultural traditions, beliefs and connection to country and land for the health and wellbeing of Aboriginal people, families and their communities. We recognise Aboriginal culture, community connection, and self-determination are critical protective factors for wellbeing. We therefore are committed to focus on achieving health (including life expectancy) and education equality and responding appropriately to the welfare needs of Aboriginal children and families. This requires our efforts to urgently address disadvantage, including targeting the social determinants of poor health and wellbeing outcomes, and intergenerational experiences of trauma and to do this in collective and respectful ways.

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Where we come from

Drummond Street Services, formerly the Charity Organisation Society [1887-1947], Citizen's Welfare Service of Victoria [1947- 1966] 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 develop and deliver, maintaining dignity and privileging our most marginalised and excluded.

The development of this Strategic Plan 2022-2024 (an extension of our 2019-2022) not only stays true but builds on this history articulating a vision, purpose and values which provides the platform for **Drummond Street Services and its entities Stepfamilies Australia, Queerspace, Archer and the Centre for Family Research and Evaluation (CFRE)** to work with individuals, families and communities and respond innovatively to **ALL** their needs and contributing to and challenging the organisation of welfare. It also highlights research and evaluation as a pivotal ingredient to advocacy and much needed system changes. It talks to the immense value of lived experience within a social justice framework that addresses all intersectionality as a priority, led by them. Understanding and being guided by all individuals, families and communities on what they need and providing those services with and alongside.

Vision

Whole-of-person wellbeing is achievable, and transformative, for every individual, family and community.

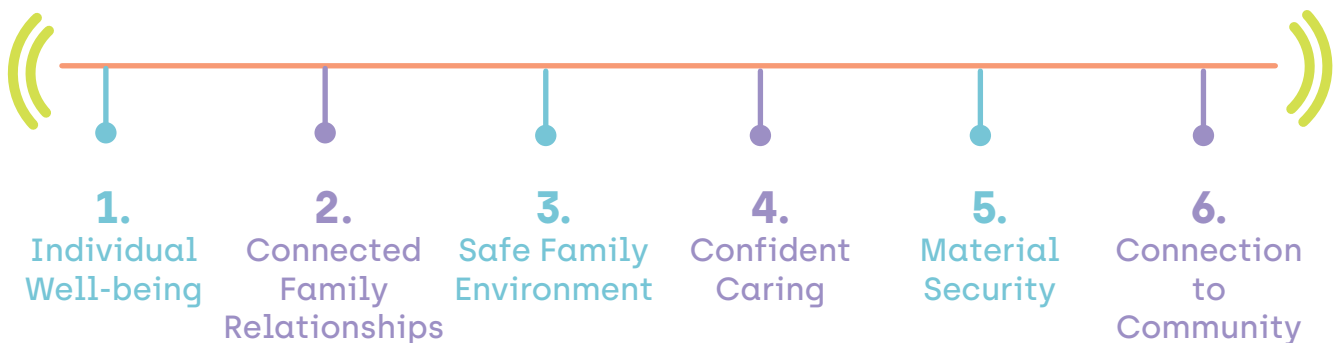
Purpose

Promoting wellbeing for life.

We believe that the most effective ways to achieve our vision is to focus on three 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.
3. **Advocating for communities that are not heard.** Using our social justice framework that focuses on intersectionality and those individuals, families and communities that have a number of intersecting identities we amplify their voice for change in their lives and for societal change.

Our efforts across our core areas must aim to achieve tangible and measurable 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 inclusive 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 135 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 individuals, families and communities.

Diversity

We avoid using limiting definitions of "family" and "community" to deliver equitable services that promote the needs of ALL families and advocate for broader definitions when possible.

Drummond Street Services and our practice approaches 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 importance of positive social connections to our wellbeing.
- » We assertively engage communities as defined by place, neighbourhood, identities; encompassing culture, faith, sexualities, genders, 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 connect to and contribute to the full range of Drummond Street's services. We work hard to design services with those that will be accessing them to ensure people feel safe and included and are flexible and fit within people's lives.

We demonstrate this by:

- » A commitment to ensure access and remove barriers to help-seeking by delivering services in place where communities and families live, work and play; through outreach into homes, co-locating and our partnerships with community partners across diverse range of services and sectors, ensuring our spaces, 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 Services maintains professional service standards to ensure that everyone who seeks support is assisted by skilled practitioners. Employing highly committed, trained and qualified staff with diverse experiences, including lived/living experience, backgrounds and skillsets, who reflect the communities we serve, who have experiences in navigating the myriad of services and systems, who can affirm and advocate and offer connection, safety and sense of belonging including those with their own lived experiences of health and wellbeing issues, marginalisation and recovery.

We demonstrate this by:

- » Our affirmative action employment pathways and our progressing of greater community-led, designed, governed services reflective of lived and living experience and intersectional identities as both critical components of our co-production approaches to service design and delivery and as part of core business across all aspects and levels of our organisation.
- » Our People & Culture approaches, alongside our values and the way we work are people-driven and ensure that all our staff are skilled, and not only supported through their work but are enacting our social justice principles.

Quality and Transparency

Drummond Street Services ensures it delivers the highest quality of services and practice. Our work is founded on the valuing, applying of a diverse knowledge base – including contemporary evidence, applied practice research, and the collective sharing and learning of this knowledge, including through the voice and needs of our clients.

We demonstrate this by:

- » Our Service Quality Framework ensure that Drummond Street Services 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

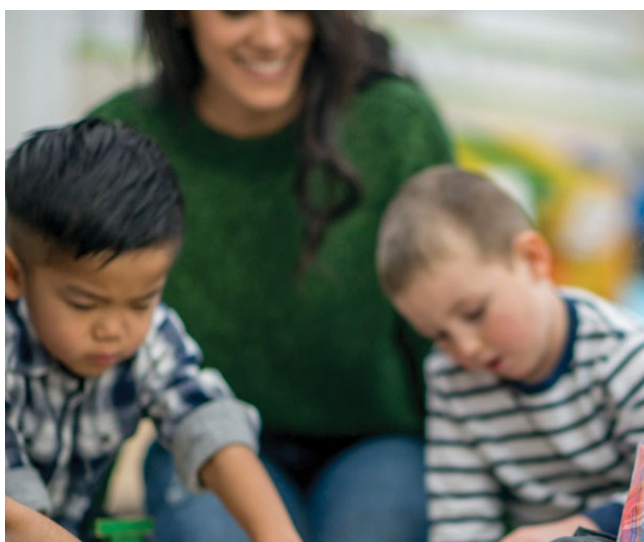
Drummond Street Services uses its resources judiciously to integrate, connect and add value where existing services are, rather than duplicating. We always aim to work with/alongside and innovate where service gaps or needs exist.

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.

Statement of Purpose

Helping our most marginalised individuals, families and communities to achieve transformative wellbeing through identity, health, connection, work, relationships and social inclusion. Together we will achieve a fairer, more connected society, free from every kind of discrimination and ensuring equitable access to economic, political and social participation.



Our Challenge

Non-government organisations whose purpose 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. We do this at a time of increasing inequalities across health, economic and wellbeing indicators, 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. The Covid19 pandemic has further entrenched the lasting effects of inequality. Drummond Street Services 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 135+ 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, Archer and the Centre for Family Research and Evaluation [CFRE] redistributing resources and targeting inequalities via its support for individuals, families and communities across the life course.
- 2.** Recognising the over representation of our most marginalised peoples, groups, families and communities in health indicators illustrating they 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 aim to respond where it can, to the policy, systematic and practice failures, and the specific, individual experiences and consequences of these 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, production and review 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

Key Results Areas – Our Plan

1. Advocating with, engaging and walking alongside those diverse communities who experience marginalisation, exclusion and oppression and supporting their self-determination and investment in their own communities.
2. Assisting ALL families in life transitions, supporting them to care for members across the life span, towards health and wellbeing.
3. Promoting and supporting individual's health and wellbeing and capacity to form robust, safe and healthy relationships.
4. Privileging intersectionality and lived/living experience and ensuring this is embedded into all our ways of working with individuals, families and communities
5. Researching, evaluating and building a sound evidence base to inform our service provision, social commentary, policy and sector development.
6. Ensuring Drummond Street is fully resourced to perform its core activities.



Key Results Areas – Our Plan

Key Results Area	Activities	Measures
1. Promoting and supporting individual's health and wellbeing and capacity to form robust, safe and healthy relationships.	<p>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, treatment and recovery services.</p> <p>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.</p> <p>c. The targeted coproduction of primary prevention and support services for marginalised groups and communities to ensure engagement and appropriate support services</p> <p>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).</p>	<p>Number and range programs developed and evaluated across the spectrum of interventions; promotion-prevention, early intervention, tertiary and recovery programs.</p> <p>Transparent and accountable reported client level outcomes across our 6 wellbeing domains/outcomes areas</p> <p>Number of specialist or innovative services; and Measurable education in individual health and wellbeing risks reported and collated annually.</p> <p>Number of coproduced programs and services targeting diverse communities across each service entity and location.</p> <p>Number of programs and services across the public health spectrum which reduce inequalities, violence and abuse.</p>



Key Results Area	Activities	Measures
2. Assisting ALL families in life transitions, supporting them to care for members across the life span	<ul style="list-style-type: none"> e. The provision of a universal and targeted public health approach to supporting all families (of origin and choice) across the life course f. Supporting families in their relationships, functioning, parenting and caring g. The provision of support to promote family wellbeing and reduce environmental hazards and adverse life events which impact on individuals and their families 	<p>Number and range programs developed and evaluated across the spectrum of interventions; promotion-prevention, early intervention, tertiary and recovery programs.</p> <p>Transparent and accountable reported client level outcomes across our 6 wellbeing domains/outcomes areas</p> <p>Number and range of parenting support programs delivered universally and targeted to diverse communities</p> <p>% of parents, carers and families with positive outcomes across parenting and family relationships</p>



Key Results Area	Activities	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.	<p>h. We recognise that 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 people.</p> <p>i. We acknowledge the failures of policy, systems and institutions to understand and respond to needs or address inequalities.</p> <p>j. All programs establish co-design and co-production processes with service users, ensuring that the co-design group is inclusive of people from diverse communities who experience marginalisation, exclusion and oppression and their intersectionality's.</p> <p>k. Program review and planning processes include reflection on, and plans to reform, the structural barriers DS creates in the way we deliver our services</p> <p>l. Provide opportunities for DS staff to develop awareness and understanding of their unconscious bias and develop strategies to mitigate their impacts in their relationships with clients and staff.</p> <p>m. Provide training and supervision to employees, communities and leaders of communities to foster inclusive dialogue that address and mitigate the harmful consequences of privilege and discriminatory practices to impact collaborative practice processes, in particular, knowledge sharing.</p>	<p>% of DS places and programs that are engaged in co-design processes</p> <p>Evidence in Operational Plans of actions that address structural barriers to DS services, including actions related to our Social Justice Framework and associated First Nations Working Group plans and Disability Action Plan</p> <p>% of DS staff who have participated in Intersectional Practice Training that includes a focus on unconscious bias</p> <p>% of DS staff who participate in training on participatory decision making processes</p> <p>% of engagement across the range of Drummond Street programs and practice is representative of the diversity in our communities including:</p> <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

Key Results Area	Activities	Measures
4. Researching, evaluating and building a sound evidence base to inform our service provision, social commentary, policy and sector development.	<ul style="list-style-type: none"> n. The quality, outcomes and impact of our services and programs are measured and inform research, reviews and program and practice development o. The implementation and dissemination of diverse knowledge building research projects p. The Annual Research and Evaluation Report 	<p>% Programs, services and practice are implemented to a high standard and quality [fidelity data]</p> <p>% of programs and services with positive client outcomes across the 6 outcome domains</p> <p>Development, and delivery of knowledge building research and evaluation projects</p>
5. Privileging intersectionality and lived/living experience and ensuring this is embedded into all our ways of working with individuals, families and communities	<ul style="list-style-type: none"> q. Ensuring specialist services to address barriers and risks to individual health and wellbeing included targeted responses for diverse communities and their impact on families. r. Ensuring documents and information is accessible in community language s. Ensure our ways of working focuses on those individuals, families and communities that have several intersecting identities t. Ensure our ways of working focuses on those with lived/ living experiences to work with and alongside. 	<p>Formulation of a community led governance structure to transform power and decision making with the communities, families and individual we work alongside.</p> <p>Yearly workplace census to highlight our connection to the communities we work alongside. That we look and feel like those who access services.</p> <p>The metrics from our social justice action plan</p>
6. Ensuring Drummond Street is fully resourced to perform its core activities	<ul style="list-style-type: none"> u. Implementation and review of evidenced based operational and quality support functions including: <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.</p>

Priorities for Action

Drummond Street Services recognises that our purpose 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 and alongside 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

<p>Actions with end service users – individuals and families</p>	<p>Individual and Relationships</p> <ul style="list-style-type: none"> » Individual/family support » Targeting poor health outcomes and promoting wellbeing 	<p>Community</p> <ul style="list-style-type: none"> » Working with community to support individuals and families » Promoting social connection to communications » Co-production in research or action to build knowledge
<p>Actions with individuals, families, communities</p>	<p>Policy and Service System</p> <ul style="list-style-type: none"> » 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 	<p>Societal and Structural Discrimination</p> <ul style="list-style-type: none"> » 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.]

