

# LOOKING AHEAD

2018/2022  
STRATEGIC  
PLAN



LIFE CHANGING

2018/2022  
STRATEGIC  
PLAN

VISION:

NEW BEGINNINGS,  
STRONGER COMMUNITIES.

MISSION:

To support new beginnings for clients of the correctional system and their families, and build safer and stronger communities.

PASSION LED US HERE

## 2018/2022 STRATEGIC PLAN

### OUR WORK:

VACRO was established in Victoria in 1872. We are a non-government, non-denominational organisation, working with individuals and their families, who have been caught up in the Victorian criminal justice system.

VACRO has responded to many social changes during its lengthy history. Today, with 50+ staff, we adopt a throughcare approach, working with individuals and their families; at the time of arrest, through Court, during a custodial sentence and as individuals are released, so that they can transition safely back into family and community life. We have a strong commitment to working with particularly marginalised individuals and their families, to address entrenched disadvantage.

Our Patrons, Board of Directors, staff and volunteers are committed to our organisation because we work with integrity, provide high quality services for all our clients, in a supportive and caring environment.

We look forward to developing our research capability and to working with our funders to provide meaningful, evidence-based programs that assist our clients and their families to build new connections and opportunities. We are about empowering our clients and providing hope for **New Beginnings.**

By reducing the long term impact of crime, VACRO plays an important role in reducing the cycle of offending for individuals today and, importantly, for future generations. This benefits the individual and their family, and helps to build safer and **Stronger Communities.**

**THE 2018-2022 STRATEGIC PLAN HAS EVOLVED TO ENCOMPASS THE NEEDS OF OUR CLIENTS, WHILST KEEPING IN MIND THAT SUSTAINABILITY AND CAPABILITY ARE ALSO NECESSARY, IN ORDER TO GROW. THE PLAN WILL BE MONITORED CLOSELY BY THE BOARD AND MANAGEMENT TEAM, TO ENSURE WE ARE ACHIEVING OUR GOALS AND ADVOCATING FOR CHANGE IN A SYSTEM THAT CAN IMPACT ADVERSELY UPON THE LIVES OF SO MANY VICTORIANS.**

STRATEGIC  
PILLAR

1

CULTIVATING  
A MODERN, ROBUST  
& ENTERPRISING  
ORGANISATION

Strong organisational capabilities are a pre-condition for VACRO's future success.

By establishing robust processes, systems and structures, we will enable our people to do the jobs with which they are entrusted, ensure our contractual obligations are satisfied and guarantee client outcomes are achieved.

VACRO's strength is our people: their commitment and capacity to engage with our client group is unsurpassed. We will nurture the wellbeing of our people and foster a culture that values innovation, learning and growth. This will enhance the retention of existing staff and build our profile as an attractive place to work.

STRATEGIC  
PILLAR

2

STRENGTHENING  
AND EXTENDING  
OUR SERVICES TO  
COMPLEX CLIENTS  
AND THEIR  
FAMILIES

VACRO has a proven track record in service innovation for people in the criminal justice system and their families. We will continue to take considered risks, trial new service models and apply our learning as part of an on-going commitment to service excellence.

We will work hard to ensure that the services we are contracted to provide are of high quality and that outcomes are clearly demonstrated. We will rely on feedback from our clients to improve service delivery and inform change.

VACRO is part of a wider network of services supporting people in the criminal justice system. We value our professional relationships and partnerships and will work collaboratively to achieve the best outcomes for our clients.

STRATEGIC  
PILLAR

3

AN AUTHORITATIVE  
AND TRUSTED  
VOICE IN THE  
SECTOR

VACRO has a unique insight into the needs of people in the criminal justice system. Our organisational wisdom has grown over many decades of contact with people experiencing multiple forms of disadvantage.

We will use this knowledge to influence service funders and designers to ensure that they are well attuned to the characteristics, circumstances and needs of our clients. We will be an informed and balanced advocate for the most marginalised people in the criminal justice system.

Most importantly, we will build the evidence base regarding effective forms of intervention with the most complex client groups and ensure that this informs future policy development and service design.

STRATEGIC  
PILLAR

4

EXPLORING AND  
ENTERING NEW  
AREAS OF  
ACTIVITY

Many of VACRO's clients have deep involvement with other services including child and family services, employment services and family violence services. We believe our insight and practice wisdom are readily transferrable to many of these sectors and that our clients will benefit from integrated service responses across traditional service boundaries.

VACRO is also well placed to deliver our current suite of services in other Australian jurisdictions. Through our participation in a national service consortium, VACRO will explore opportunities to operate on a wider geographical basis, pooling knowledge, networks and other resources with our interstate colleagues.

By exploring and entering new areas of activity both within the criminal justice system and beyond, VACRO will ensure that its funding is derived from a wide range of sources, creating a robust and sustainable platform for future growth.

