



**Strategic Plan  
2022-2025**

**TaskForce plays an important role across communities in south east Melbourne**, whether helping individuals and families due to challenges with alcohol and other drugs or family violence, or enabling people through education, training, and employment. Operating for 50 years, we aim to help realise the potential of every client, through achieving outcomes and working towards healthier lives, relationships, and communities.

**Our communities and service system are changing.** As a result, we must continue to change and adapt alongside it. As an organisation we need to demonstrate the outcomes we create through the integration of our services ('our wraparound support model'), improved access and through clear evidence. To support this, we will focus on growth. As a bigger, scalable organisation, there is greater strength and resilience. Growth is not for the sake of it, but important to help drive reach and impact as well as support increased investment in our people, systems, and infrastructure.

**Our next three years are about balance.** Balance means a focus on existing strengths in services across our current communities, whilst realising the opportunities our expertise creates in new locations or with new cohorts across the communities we serve. It means balancing how we embed increased back office support and better use technology to strengthen our practice and improve the experience of every client, whilst not alienating the diverse communities that require our traditional face-to-face offer. It means balancing the attraction and retention of new talent, with the investment and support of the talented people already in place.

**The next three years are about realising the potential in everyone.**

# Acknowledgements.



## Acknowledgment of Country

TaskForce is based on Boon Wurrung and Wurundjeri Land. TaskForce acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to land, water and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present.



## Recognition of diversity and inclusion

TaskForce is committed to providing culturally safe, inclusive and accessible services and work environments where all individuals feel supported and affirmed. TaskForce values diversity, inclusion and social justice and is dedicated to actively addressing discrimination and ensuring every individual is treated with dignity and respect. We honour and celebrate our differences and uniqueness in cultural and linguistic background, ethnicity, sex, gender identity, intersex status, sexual orientation, age, disability status, health status and religious or spiritual beliefs.

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# Our plan on a page.

## Our vision

**Realise the potential in everyone**  
Healthy lives, relationships and communities




## Our purpose


To empower people through life changing services, wraparound support, and pathways.


**Our strategy  
2022 - 2025**

## Our areas of focus

We exist for individuals and families (primarily in the south east of Melbourne) in crisis seeking to break free from disadvantage, address challenges and realise opportunities for healthier lives, stronger relationships, and positive participation in their community.

 Alcohol and other drug treatment and mental health

 Youth and family services, including family violence

 Education, engagement and employment support

## Our outcomes

Our aspirations for the next three years

For the communities we serve we want  
**1. Demonstrable outcomes**  
that directly address challenges and realise opportunities for our clients; that increase awareness and access to our services; and that provide evidence of the impact we make.

For our organisation we want to be  
**2. Stronger at scale**  
enabling us to grow our size, footprint, and reach; influence funders and systems; and strengthen and support our team.

## Our strategic focusses

The areas we are focussed on to deliver on our aspirations

**1.1 Integrated service and system**  
that means our wraparound service model is helping our clients achieve their goals. That means we have in place process, practice and culture that creates pathways and helps our clients navigate within our services and beyond our own doors.

**2.1 Growing and resilient organisation**  
that means we can invest in resources for long-term sustainability. That means we can reach more clients and can think longer term with our funding and choices.

**1.2 Measurable impact**  
that means we have the framework, processes, and culture to capture and translate data on how and where we make a difference. That means we can understand our existing strengths and where we need to focus. That means we are always putting our clients' outcomes at the centre of what we do.

**2.2 Recognition and relationships**  
that means our brand is known and understood within our community and sector. That means we can develop and maintain high value relationships that help our clients and support our business model. That means we have the position to positively influence funding decisions that strengthen TaskForce and benefit our clients.

**1.3 Access and engagement**  
that means more of our diverse community can reach us, in the times and the way they need us. That means our clients, community and partners understand and can realise the value we offer.

**2.3 Resourced, supported and prepared**  
that means we have the workforce capacity to meet demand. That means we have the systems and processes in place to deliver what we need. That means we are continually investing in the experience and capabilities of our staff to respond to the needs of our clients and community.

## Our principles

The practices and thinking embedded into everything we do

We are **client-centred** | The voice and lived experience of participants guides our work, practice, and approach

We are **inclusive** | We celebrate diversity and welcome everyone into our service, continually striving for equity in access.

We are a **wraparound service** | We look beyond the one area of need, supporting participants throughout their journeys.

We always **work together** | We recognise that we can't act alone and know collaboration internally and externally is critical to success

## Our values

The behaviours we demonstrate and the way we work

We **start with care** | We are here to meet participants where they are at, to support, empower and respect them and each other in the work we do. We commit to behaviours that demonstrate our care and compassion, bringing out the best in everyone in every interaction.

We **always listen** | We are here to listen, to think of the whole of a person in every connection. We commit to listening, learning, responding, and adapting to the needs of our clients, our staff, and our partners.

We are **non-judgmental** | We are here to help everyone belong; to realise their potential. We commit to supporting every person who walks through our doors or engages our services without judgment.

We are **continuously learning** | We are here to learn, innovate and bring the highest quality of service to our participants. We commit to seeking out and sharing knowledge within and beyond our sector and from our communities, not standing still in our models of care and program offers.

## About us.

TaskForce has supported Melbourne's south eastern communities since 1973. Throughout our history we have been about supporting those in serious need, many of whom have "fallen through the cracks" or are seen as being in the "too hard" basket. This is why we exist. To provide support, care and opportunity to many who have nowhere else to turn, to help those seeking new opportunities realise their potential.

Our core focus is on addressing social issues of alcohol and other drug dependence, unemployment, youth disengagement and high-risk taking behaviours. Through a wraparound support model of care, we strive to help and support our clients to transition back into "mainstream" services and supports.

The last five years has seen our organisation more than double in size, helping retain and bring in talented people and further diversify our programs and services. We know we make a difference and can help many more both directly and through our partners. The next three years provides an important opportunity to both secure what we have built and extend to make a difference to more people.

## The way we work.

We recognise the complexity in the challenges and barriers that many in the communities we support face. In response, we bring an integrated approach, a wraparound support model. In essence, we aim to provide the support necessary to help our clients achieve their goals, which often include reducing substance use, improving health and wellbeing, gaining further education and skills and achieving long-term employment.

Our wraparound model enables us to support clients at all stages of their life and address a multitude of challenges, barriers as well as realise opportunities all through direct services and indirectly through our partners. This could be helping clients get the referrals they need from their counsellor when they need them or having a number of co-located services that can help them on site with specific needs beyond the primary purpose of any visit. Whatever it is, our model works to address every client's needs, no matter their need, to produce long-term outcomes.



## The principles that guide us.

Our **principles** underpin everything that we do. They are the underlying practices, beliefs and thinking that influences how we work and approach our service.



We are **client-centred** | *The voice and lived experience of clients guides our work, practice and approach.*



We are **inclusive** | *We welcome everyone into our service, continually striving for equity in access.*



We are a **wraparound service** | *We look beyond the one area of need, supporting participants throughout their journeys.*



We **always work together** | *We recognise that we can't act alone and know collaboration internally and externally is critical to success.*

## The values that shape us.

Our **values** shape our behaviours. That are what we stand for, stand by, and demonstrate in our day-to-day work.



We **start with care** | We are here to meet participants where they are at, to support, empower and respect them and each other in the work we do. We commit to behaviours that demonstrate our care and compassion, bringing out the best in everyone in every interaction.



We **always listen** | We are here to listen, to think of the whole of a person in every connection. We commit to listening, learning, responding, and adapting to the needs of our clients, our staff, and our partners.



We are **non-judgmental** | We are here to help everyone belong; to realise their potential. We commit to supporting every person who walks through our doors or engages our services without judgment.



We are **continuously learning** | We are here to learn, innovate and bring the highest quality of service to our participants. We commit to seeking out and sharing knowledge within and beyond our sector and from our communities, not standing still in our models of care and program offers.

## Strategic context.

The environment and context we operate in continues to change and with it our need to respond and adapt. It is critical that we stop, listen, and reflect on our external context. The following context has been important in shaping our strategy for the next three years and beyond.

**Reform:** We are operating in a time of significant reform, often led through Royal Commission. Whether it be family violence, mental health, disability or aged care, the action to reform and rethink health and community services is reshaping funding and changing the way people engage and receive support. For us, we recognise the opportunity reform can provide in how we support our communities. Whether it be through funding or practice, we want to be prepared and at the centre of the reform discussions, especially at the points where co-morbidities intersect, for example alcohol and drug issues and mental health; family violence and alcohol and other drug use; or employment, education, and underserved communities.

**Disruption:** Disruptions such as bushfires, droughts and flooding have long been a threat in many parts of Victoria, however their severity and frequency are escalating with climate change and have the potential to impact on our services and the communities we support. Perhaps more significantly to TaskForce's operations, the COVID-19 pandemic which started in early 2020 has had a significant economic, social, and cultural impact on every community across the world. Locally, it has led to significant pressure on community services through its impact on staff and clients. This ranges from limits to physically accessing services, through to difficulties in staffing sites and services with the limits on movement and restrictions. Working and delivering services from home has become the norm and digital solutions have been accelerated. It has all required big shifts, but also provided opportunities to reach clients in new ways that can continue long after the worst of the pandemic.

**Complexity:** Community services are becoming increasingly complex. The need to intersect with health, justice, education, housing, and other sectors, while critical, creates significant challenges for clients who must navigate various systems to obtain access to all the services they require, as well as service providers. A wraparound support model is based on creating effective transition of care, therefore the focus on relationships and connections to other partners and providers has never been more important. In such an approach, it is essential that both TaskForce and other service providers have defined, clearly delineated, and well understood roles and work.

**People:** The combination of a growing organisation, disruptions brought about through the COVID-19 pandemic and increase in demand for services have all compounded to exacerbate long-existing challenges in the attraction and retention of experienced professionals. This is not a unique challenge to TaskForce, it is sector wide. People are the biggest asset in our model and, looking ahead, the need to focus on how we attract, develop, and support our people will be critical to our success.



## Our strategy.

This strategic plan sets out our direction for the next five years and builds on our existing services. It will continually evolve as we learn and will inform our annual plans that set out our discrete activities and actions each year.

### Our vision.

**Realise the potential in everyone:** Healthy lives, relationships, and communities.

### Our purpose.

**To empower people through life changing services, wraparound support, and pathways.** We are committed to creating positive outcomes for people disengaged, experiencing disadvantage, or living on the margins of communities across Melbourne's south east. We believe in the potential of every individual.

### Our areas of focus.

We exist for individuals and families (primarily in the south east of Melbourne) in crisis seeking to break free from disadvantage, address challenges and realise opportunities for healthier lives, stronger relationships, and positive participation in their community.



Alcohol and other drug treatment and mental health



Youth and family services, including family violence



Education, engagement, and employment support

All our services form part of a **wraparound support model** aimed at providing access to support needed to help every client achieve their goals.

## Our outcomes and focus.

Our **outcomes** define our aspirations we will strive towards over the next five years. Our **strategic focus** informs our actions, decisions, and investment.



For the communities we serve...

We deliver **demonstrable outcomes** that directly address challenges and realise opportunities for our clients; that increase awareness and access to our services; and that provide evidence of the impact we make.

- We demonstrate how our services deliver positive change and create opportunities for a better life for our clients.
- We recognise that addressing the challenges of our clients is not limited to one action, but in listening and responding to their needs.
- We offer a wraparound model of care that has the capacity to meet or provide pathways for multiple supports.

Our **strategic focus** to help us deliver:

**1.1 Integrated service and system** that means our wraparound service model is helping our clients achieve their goals. That means we have in place process, practice and culture that creates pathways and helps our clients navigate within our services and beyond our own doors.

*Key areas of focus over the next 3 years include:*

- Embedding our wraparound model of care through the evaluation, design and implementation of processes based on our clients' journey through the organisation
- Scoping new sites and/or service models that enable multi-disciplinary services (e.g., expanding service hubs)
- Continuing to develop and strengthen partnerships with other service providers that enable us to connect our clients with the right services; and
- Advocating for and seeking ongoing funding to ensure that we are resourced to support our clients to receive care that addresses their holistic needs.

*The context driving our focus on integrated services:*

The needs of our clients are complex. These needs don't exist in isolation and to solve any one challenge requires holistic care. To meet this need we will commit to continuing to build on and refine our wraparound service model. To ensure it is supported with robust process, strong behaviours and practice and informed by research and evidence.

**1.2 Measurable impact** *that* means we have the framework, processes, and culture to capture and translate data on how and where we make a difference. *That* means we can understand our existing strengths and where we need to focus. *That* means we are always putting our clients' outcomes at the centre of what we do.

*Key areas of focus over the next 3 years include:*

- Embedding data and evaluation measures, systems and process to inform our engagement and services for clients;
- Further developing our impact measurement framework; and
- Building whole of organisation capacity and capability to support data capture and impact measurement.

*The context driving our focus on impact:*

To effectively measure impact takes more than just capturing data. It requires technology, behaviours, and a usable framework to help staff navigate what to capture, how and why. From the point of having the information, there is the need to translate it into a compelling and robust story, that not only illustrates as to how the organisation makes a difference but can inform direction and investment.

**1.3 Access and engagement** *that* means more of our diverse community can reach us, in the times and the ways they need us. *That* means our clients, community and partners understand and can realise the value we offer.

*Key areas of focus over the next 3 years include:*

- Developing and embedding mechanisms in which to reach, capture and engage with community voice, perspectives and experience
- Continuing to support and deliver different face-to-face and online service models
- Completing, embedding and demonstrating the policies, actions and behaviours developed through diversity and inclusion commitments, including our Rainbow Tick Accreditation, Reconciliation Action Plan and Accessibility Action Plan.
- Ensuring a safe, welcoming, and engaging environment that recognises the different aspects that support a strong sense of safety and belonging through our services. This includes partnerships to reach different communities, through to representation in our workforce; and
- Ensuring a well-defined and understood value proposition for every service to engage and attract clients, funding, and staff.

*The context driving our focus on access and engagement:*

Crisis is complex. There is no one-size-fits-all in practice. We seek to develop our model so we can support our communities to access the help and support they need when they need it, ensuring we offer an inclusive environment that makes them feel safe, welcome, and secure throughout. A significant part of this is about ensuring that our community, partners, and funders understand and recognise how we create value, our unique offering for our communities and the outcomes we support for our clients and beyond. This is all underpinned by our belief that everyone has the right to support and care that can help them realise their potential.



For our organisation....

We want to be **stronger at scale**, enabling us to grow our size, footprint, and reach; influence funders and systems; and strengthen and support our team.

- We operate at a larger scale, enabling TaskForce to support more people and create more positive social impact.
- We consolidate and strengthen our services within existing specialties and geographies, focussing on the capacity and capabilities we need to deliver and sustain, as well as grow.
- We realise opportunities that can complement our service mix and open new service areas, geographies, or communities where we can create value and positive impact.

Our **strategic focus** to help us deliver:

**2.1 Resilient and growing organisation** *that* means we can invest in resources for long-term sustainability. *That* means we can reach more clients and can think longer term with our funding and choices.

*Key areas of focus over the next 3 years include:*

- Evaluating current programs for ability to scale and sustain beyond existing funding commitments;
- Developing and implementing an organisational growth strategy across our different services and opportunities; and
- Exploring alternate ways to grow through sector collaborations.

*The context driving our focus on resilience:*

In this setting growth is about increased revenue, and resilience is about managed and balanced finances to ensure growth can be sustained. The focus is about embedding long-term change. Increasing our scale will help provide greater agility for the organisation to respond to demand for our services and reach more people. We see resilience as the ability to scale and be sustainable beyond a one-off or time-bound funding round. Scale for TaskForce isn't simply bigger is better. It is bigger is stronger, more resilient, and more impactful.

**2.2 Recognition and relationships** *that* means our brand is known and understood within our community and sector. *That* means we can develop and maintain high value relationships that help our clients and support our business model. That means we have the position to positively influence funding decisions that strengthen TaskForce and benefit our clients.

*Key areas of focus over the next 3 years include:*

- Developing and implementing government and stakeholder engagement strategies that help identify and nurture relationships within government

and other funding bodies (moving TaskForce from responding to funding and policy decisions to influencing them);

- Investing in our brand and identity across channels relevant to our target communities; and
- Identifying forums, sector events and committees that we can be more active in, that can help provide development opportunities for our staff, as well as position TaskForce at the forefront of an evolving sector.

*The context driving our focus on relationships:*

Recognition and relationships are critical to our success in delivering for our clients, in meeting our commitments, and in growing our organisation. We recognise the importance on being known for our quality and value and the need to identify and nurture relationships that enable us to have the influence, networks, and partners in place to secure targeted funding and influence government priorities.

**2.3 Resourced, supported, and prepared** *that* means we have the workforce capacity to meet demand. *That* means we have the systems and processes in place to deliver what we need. *That* means we are continually investing in the experience and capabilities of our staff to respond to the needs of our clients and community.

*Key areas of focus over the next 3 years include:*

- Investment in our corporate services capacity and capability to meet both current and future needs, ensuring that the whole organisation is supported through strong operations from HR to IT;
- Identifying, prioritising, and investing in the systems and tools that support staff, help support business intelligence and are fit-for-purpose in a growing organisation; and
- Developing and embedding defined and clear pathways for current and future staff to grow and develop at TaskForce.

*The context driving our focus on people:*

This is about our people having the skills, capabilities, and capacity to respond to the needs of our community and clients. They are supported with the tools, systems, and technology to enable them to respond to client needs in different settings. The team is recognised and rewarded for their efforts, and we are recognised as an employer of choice.

## Measuring success.

TaskForce is committed to implementing and monitoring this strategic plan. To do this, the organisation will use a range of indicators to evaluate progress and performance, in line with the *measurable impact* initiatives in this plan.

### Organisational performance indicators:

Demonstrable outcomes	
Strategic priority area	We will know we are achieving progress when...
<p><b>1.1 Integrated service and system</b> that means our wraparound service model is helping our clients achieve their goals. That means we have in place process, practice and culture that creates pathways and helps our clients navigate within our services and beyond our own doors.</p>	<ul style="list-style-type: none"> <li>• We have completed a review of our existing client journey from intake onwards, including referral processes, and have implemented improved measures to support enhanced wrap-around model delivery.</li> <li>• Formalised partnership agreements are in place to strengthen delivery against identified priorities.</li> <li>• We have developed a strategy to proactively identify and engage partners and networks to meet future needs.</li> </ul>
<p><b>1.2 Measurable impact</b> that means we have the framework, processes, and culture to capture and translate data on how and where we make a difference. That means we can understand our existing strengths and where we need to focus. That means we are always putting our clients' outcomes at the centre of what we do.</p>	<ul style="list-style-type: none"> <li>• A data and evaluation audit has been completed that identifies current data capture and reporting capabilities and recommends areas for improvement.</li> <li>• We have developed a data and evaluation strategy focused on improving organisation-wide practice. This will include scoping data, technology and reporting needs.</li> <li>• TaskForce has initiated data reporting as a whole organisation.</li> </ul>
<p><b>1.3 Access and engagement</b> that means more of our diverse community can reach us, in the times and the way they need us. That means our clients, community and partners understand and can realise the value we offer.</p>	<ul style="list-style-type: none"> <li>• We have completed further development of agreed, shared diversity and inclusion plans and policies.</li> <li>• All TaskForce employees have access to relevant education that addresses actions from the completed diversity and inclusion plans and policies.</li> <li>• Short, medium and long-term actions to implement required changes within TaskForce have been identified in line with completed plan/policies.</li> <li>• Community engagement mechanisms and forums (internal and external) have been designed and tested.</li> <li>• Value propositions have been developed and communicated to target cohorts.</li> </ul>

<b>Stronger at scale</b>	
<b>Strategic priority area</b>	<b>We will know we are achieving progress when...</b>
<p><b>2.1 Growing and resilient organisation</b> that means we can invest in resources for long-term sustainability. That means we can reach more clients and can think longer term with our funding and choices.</p>	<ul style="list-style-type: none"> <li>• TaskForce is able to assess and inform future growth potential against priorities using a newly developed service and program review model.</li> <li>• Existing TaskForce programs and services have been prioritised in alignment with organisational and government priorities.</li> <li>• An agreed investment strategy has been put in place to support consolidation and growth plans.</li> </ul>
<p><b>2.2 Recognition and relationships</b> that means our brand is known and understood within our community and sector. That means we can develop and maintain high value relationships that help our clients and support our business model. That means we have the position to positively influence funding decisions that strengthen TaskForce and benefit our clients.</p>	<ul style="list-style-type: none"> <li>• A clear approach to government engagement has been mapped and agreed.</li> <li>• A government engagement strategy has been developed and resourced with the right skillset.</li> </ul>
<p><b>2.3 Resourced, supported, and prepared</b> that means we have the workforce capacity to meet demand. That means we have the systems and processes in place to deliver what we need. That means we are continually investing in the experience and capabilities of our staff to respond to the needs of our clients and community.</p>	<ul style="list-style-type: none"> <li>• A comprehensive review of corporate services has been conducted that maps people, processes and infrastructure against organisational priorities to meet future needs.</li> <li>• A digital transformation strategy has been developed and implemented, and a plan is in place to develop future capability based on review outcomes.</li> </ul>