



STRATEGIC PLAN 2015-20

“ Fundamental to our work is the belief that everyone deserves another chance. Our values and behaviours that underpin that belief is at the core of everything we do. ”

WHAT WE STAND FOR

We are about ending the cycle of crime

OUR VISION

A safe and inclusive community freed of crime and prisons.

OUR MISSION

We help people transition from prison, assist them in the community, stop them from reoffending and intervene to divert others from committing crime.



“ Our mission is to influence change in the lives of people who have found themselves on the wrong side of the law; people with chronic addiction, mental illness and intellectual disability; people who in so many ways are often victims themselves. ”

WHAT WE DO

Create Another Chance

Established 31 years ago, ACSO was originally set up to support people transitioning from prison back into the community – and our work in prison is still a major part of what we do. We also work with offenders in the community; that is with people released from prison or those sentenced to a range of community orders. **Our goal is simple: to give people opportunities to rebuild their lives and reintegrate successfully back into society.**

FUTURE VISION

STRATEGIC PLAN 2015–20

We are excited to share with you our strategic plan for the next five years. Every element of our strategy focuses our efforts and energies on living our vision and mission.

In developing our priorities for the future, we have recognised the fact that ACSO is often “the ambulance at the bottom of the cliff”; the emergency service that helps pick up the pieces of people’s lives after they have fallen into the criminal justice system; and then assisting them to reintegrate back into society.

As we look into the future, we see the value and importance of ACSO operating in the prevention space. Our aim is to use our skills, knowledge and expertise to prevent people from entering the criminal justice system, by providing the support structure that help people take control and make positive changes in their lives before they fall into the criminal justice system; and in doing so, begin to “place a fence at the top of the cliff”. By doing both, we will come closer to realising our reason for being.

Priorities that have shaped our new strategic plan were driven by a comprehensive consultative process led by the Global Leadership Foundation. The process involved a broad range of key stakeholders, including government, community sector partners, our staff and most importantly the consumers of our services.

“ Our ultimate goal is to deliver services that change our community for the better and make it a safer, more inclusive place to live for everyone. As we forge a path into the future, this strategic plan links back to our vision. Our vision and this strategy is anchored to that of our founder, Stan McCormack, who over 30 years ago set up an organisation to give people another chance to change their lives. ”

Stewart Leslie, ACSO Council Chair

The four pillars of our new strategic plan to achieve our vision and mission are:

4 PILLARS

1 INSPIRE, INNOVATE AND LEAD

We will provide thought and practice leadership to influence better client, community and policy outcomes.

2 SUSTAINABLE GROWTH

We will continue to grow a planned, vibrant and sustainable ACSO.

3 ONE ACSO

We will maintain our unique, flexible, unified and outcome-focused culture.

4 BUILDING CAPABILITY

We will leverage our information, technology and intelligence systems to create better client, community and organisational outcomes.

1 INSPIRE, INNOVATE AND LEAD

We will provide thought and practice leadership to influence better client, community and policy outcomes.

Specific Objectives

To establish a Justice Innovation Lab (JI Lab) based on our culture of dynamic thinking and continuous improvement.

We will treat as a priority the need to address current shortfalls and forecast future needs by considering alternative approaches to problem solving. This will include us creating the necessary space to apply these 'experiments' in a safe and controlled manner. This innovative process not only embraces new approaches but will enable us to achieve our goals and be the leading service provider to our clients.

To strive to become the leading voice in the criminal justice sector.

After 31 years in the sector, we accept it is not enough to be a good service provider. We aim to better and broaden our experience to become a beacon of guidance and a leader in this sector.

To continue to connect with and influence other service systems in order to provide the best outcomes for people in, or at risk of, entering the criminal justice system.

Our goal is to become the first national not-for-profit organisation primarily focused on criminal justice prevention and intervention services.

To build partnerships and engage with providers aligned to our vision and mission.

Measures of Success

- ▶ The JI Lab will include consumer involvement.
- ▶ We will pilot a number of new services, with 75% of piloted services resulting in enhanced outcomes and 50% resulting in new business aligned to our vision and mission.

- ▶ We will conduct annual conferences and events that are recognised internationally.
- ▶ We will engage in and influence sector research and public policy; and, in doing so, encourage policy makers to actively seek our views.
- ▶ We will establish a vibrant (social) media presence that builds ACSO's voice and recognition in the sector.

- ▶ We will set best practice standards and practice frameworks guided by evidence-based research and program evaluation.
- ▶ We will build an integrated service delivery model that 'wraps around clients' to achieve better outcomes.
- ▶ We will influence key sectors to improve client access, engagement and outcomes by identifying and meeting unmet needs.

- ▶ We will establish a set of criteria to select who we work with.
- ▶ Our partnerships will result in new business for ACSO aligned to our vision and mission.

2 SUSTAINABLE GROWTH

We will continue to grow a planned, vibrant and sustainable ACSO.

Specific Objectives

To develop guiding principles that ensure ACSO's continued financial sustainability.

A partnership between ACSO's Council and staff in leadership positions will set out a defined growth strategy and map ACSO's growth for the next five years.

To identify and pursue growth opportunities encompassing our vision and mission.

Specifically, we will build new business in the areas of intervention and diversion. We will continue to develop and provide new services aimed at preventing recidivism across Australia.

To realise and strengthen existing business.

Our goal is to gauge service performance and use consumer satisfaction measures along with financial and social indicators to improve, retain and grow existing business – with the aim of making a real difference in the community.

To continue to explore and build key alliances that support our strategic direction.

Measures of Success

- ▶ We will develop and execute a financial and reinvestment strategy to ensure our continued financial strength.

- ▶ We will establish new businesses within Australia in the areas of:
 - ▶ Early intervention and diversion.
 - ▶ Prevention of recidivism.

- ▶ Through our services we will support consumers as they achieve life-changing outcomes.
- ▶ We will satisfy all contracted performance indicators with our funding partners, and identify and deliver innovative solutions via our services.

- ▶ We will partner with other leading and innovative organisations that share our vision and commitment to 'creating another chance' for everyone.

3 ONE ACSO

“ We will maintain our unique, flexible, unified and outcome-focused culture. ”

4 BUILDING CAPABILITY

“ We will leverage our information, technology and intelligence systems to create better client, community and organisational outcomes. ”

Specific Objectives

Measures of Success

To identify and embed the ‘One ACSO’ culture.

We know our staff are the heartbeat of our organisation. Defining our culture is therefore our number one priority: where we are, where we want to be and how we plan to get there.

- Our staff will clearly articulate, understand and own our culture.
- In all of their work, the staff are 'living' ACSO's vision, mission and values.

To build a team of people who love their jobs.

We will invest in building and strengthening a team of people who are passionate about working for ACSO and are committed to the vision, values and behaviours that underpin our goals.

- We will develop high-performing teams and maintain our low staff turnover.
- We will have high levels of staff engagement and satisfaction across all our services.
- Our staff will be given opportunities to grow and develop their skills and expertise.

To encourage a structured and inclusive approach to change.

The community services landscape is changing as a result of sector reform. Coupled with our strategic goal to grow, ACSO's 'how we do change' philosophy is a parallel number one priority to develop and embed a 'One ACSO' culture.

- We will embed a change-management framework and develop and execute processes to support this.
- We will develop and implement a decision-making framework for assessing and responding to tenders.

To ensure our leaders combine business outcomes with community concern.

We will invest in building and strengthening the business skills of our leadership team across all of ACSO's services. This, in turn, will help us to achieve our strategic goals.

- Our expanding leadership team will be equipped with the skills required to develop and execute development projects where:
 - ▶ Business cases are developed and approved.
 - ▶ Budgets are developed and delivered.
 - ▶ Project outcomes are delivered in full and on time.

Specific Objectives

Measures of Success

To build data, information and knowledge so we can provide intelligence to the sectors with which we interface.

We will develop our data collection systems and reporting frameworks in order to provide advice and guidance to sectors working with people in, or at risk of, entering the criminal justice system.

- We will collect, integrate and interpret data and at the push of a button be able to build and share information and intelligence to the right person, at the right time.

To ensure sustainability of the future of our systems, in particular Penelope ‘the next generation’.

We will grow our partnership with Athena Software to optimise our Case Management System (Penelope).

Penelope can help us join a wide range of services and supports 'to wrap around' an individual as he or she receives the various help they need in the community.

- We will continue to build our strategic partnership with Athena Software to expand and embed Penelope as the preferred platform to coordinate consumer care across multiple service sectors.

To innovate and optimise technology to enable our staff to better deliver client services.

We will ensure our staff have the necessary tools, technology and systems support to deliver our services.

- Technology deployment across our services will increase efficiency and effectiveness.

To identify and develop business systems that support sustainable growth and service delivery.

We will ensure our staff has access to accurate data and timely information to support the design and planning of future services.

- We will distribute timely and meaningful internal reports to staff, management and the Council.
- Our staff participation and engagement will be enhanced by information, communication and technology support systems.

OUR CORE VALUES

Passion

Our heart and passion is at the core of everything we do.

Belief in humanity

We believe that everyone deserves another chance and is entitled to opportunities which can help them to change their lives and realise their potential.

Integrity

We are genuine in our relationships with clients and each other, always true to ourselves and courageous in our approach.

Pioneering spirit

We are willing to explore and develop new and innovative solutions and take on the challenges that confront us.



The one thing that stands out to me as the CEO of ACSO is the **passion in everything we do. We do this work to put ourselves out of business. We proudly and unashamedly work towards creating a safe and inclusive community freed of crime and prison.**

Karenza Louis-Smith, CEO

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ACSO acknowledges
the support of the
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Create another chance