

Strategic Plan



WINDANA

Life. Changing.

2023-25





Acknowledgement of Country

Windana acknowledges the traditional custodians of Australia and we welcome all Aboriginal and Torres Strait Islander people to our service. Windana provides a safe and welcoming environment for everyone.

"Growth from Within" by Wiradjuri Man, Dion (Wait) depicts our clients and our organisation's passage to recovery and reconciliation.
@descendantartwork



CONTENTS

Introduction.....	4
About Windana.....	5
Our values.....	6
Our strategic aspiration.....	7
Strategic pillars.....	8
Client impact.....	9
Workforce impact.....	10
Sector impact.....	11
Sustainability impact.....	12
Growth for impact.....	13
Innovation for impact.....	14

Introduction

Windana changes the lives of people who have alcohol and other drug related challenges and dependencies. We achieve this through providing holistic, client-focused recovery programs in environments where we offer non-judgemental care and support throughout our clients' journeys. But more than this, Windana is a connected community who values growth and learning.

We are proud of what we have achieved, where we have excelled, and more importantly, how we have helped clients continually improve and realise their potential. Over the last five years, we have doubled the capacity of our residential rehabilitation services from 56 to 128 beds. We have extended our geographic reach with new therapeutic communities in the Grampians and Barwon regions, and we have expanded our offerings with new programs and services. We have seen how impactful our work has been, through collecting high quality data and hearing compelling client stories which provide us greater insight into the people we help.

The sector in which we operate is not without its challenges. Our environment and communities are also changing and evolving, and we must also change and grow with them. Our strong desire for growth is not driven by the need for growth itself, but to deepen our impact on our communities. Our strategic priorities will help us balance continuing to provide the quality client-centred services and treatment models that Windana is recognised for, with our ambitions to grow and help even more people in a way that is sustainable.

In that context, we're excited to launch our Strategic Plan for Windana for 2023 – 2025. The critical needs of our clients and community remain at the centre of everything we do. We also realise the importance of investing in our people, systems and infrastructure to fortify our future, as we look to cement our impact on the broader system in which we operate, with a strong focus on advocacy and collaboration to shape the future of the AOD sector. This plan enables us to respond to challenges, opportunities and the shifts to come in the AOD sector, and drive change and improvements for our clients and residents.

This strategy builds on the success of our 2019-2022 strategy, and communicates our vision for the future of Windana, while continuing to honour our values and commitment to impact. We hope you share in our vision for the future of Windana, and look forward to further exploring this plan with you.

About Windana

Since 1984, Windana has helped people reduce the harms and recover from the effects of drugs and alcohol.

Windana provides holistic, evidence-based services tailored to each person's unique situation, wherever they may be on their recovery journey. We offer residential and non-residential withdrawal services, residential rehabilitation and a suite of community-based services.

We work across sectors to improve and refine treatment services and increase community understanding to eliminate the stigma around drug and alcohol dependence, treatment and recovery.



Our values



We are one connected community.



We pursue learning and growth.



We are driven by hope.



We are curious and courageous to drive change.



We build collaboration through open and honest relationships.



We are committed to caring without judgement.

Our strategic aspiration

Our strategy for the next three years is ambitious and our clients and community remain at the centre of everything we do.

By 2025 we create change in more lives of the people we serve. We support our people and the future of the AOD workforce.

Our impact will not just be seen within Windana. We, along with our collaborators and partners, play a role in shaping the broader system for a more positive future.



Strategic pillars

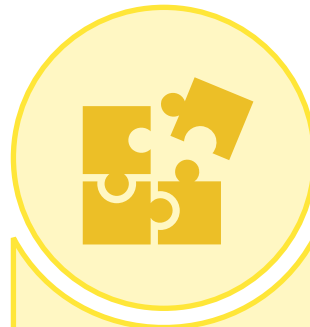
IMPACT AREAS



Client
impact



Workforce
impact



Sector
impact



Sustainability
impact



Growth for impact

Innovation for impact



IMPACT DRIVERS

Client impact

Changing lives is at the heart of our mission. We want to create change in more lives by growing our services to reach more people (including more young people). And we want to create more change in each life we're a part of by building trauma-informed, equitable, culturally safe and integrated services informed by evidence and practice wisdom.

OBJECTIVES

1.1. We change more lives

1.2. We deliver comprehensive, person-centred care across the client journey

1.3. We increase our reach and engagement with young people

SUCCESS MEASURES

- We double our client base by 2025
- We serve a more diverse range of clients (culturally and geographically)
- We improve engagement and retention rates at all stages of the client journey

- All services have robust theories of change
- We consistently achieve strong client outcomes across all our services
- We consistently achieve strong net promoter scores
- Clients report increased access to third party support services

- We double our client base under the age of 25
- We collaborate with non-AOD agencies to deliver early intervention programs to young people
- We establish values-aligned partnerships and collaborations



Workforce impact

Our people are integral to the work we do. We develop, enable and inspire our team through effective leadership, learning and development to build strong professional teams and a safe inclusive and diverse culture that delivers quality outcomes for clients. In an increasingly competitive labour market, we need to ensure we're positioned to attract, develop and retain the highest quality staff across all positions.

OBJECTIVES

2.1. We are an employer of choice

2.2. We build capability across all levels of the organisation

2.3. Our safe and inclusive workplace enables a diverse workforce to thrive

SUCCESS MEASURES

- We achieve staff engagement scores above 70%
- We achieve staff enablement scores above 70%
- We reduce turnover to below 15%
- New employees report high satisfaction with their onboarding experience

- Our people report high confidence in managers and leaders
- Our people report access to relevant professional growth pathways
- Clients report high confidence in workforce capability

- We increase the diversity of our workforce (spanning age, gender and sexual identity, First Nations, disability and cultural background)
- We are accredited as an inclusive workplace
- We reduce the impact of WHS incidents (injuries, near-misses, time lost, cost of claims)



Sector impact

Our impact extends beyond our own organisation. We influence the system by advocating for people affected by alcohol and other drugs to shape the policy, practice and research. We work with others to tackle cross-sector issues, and we play a role in building tomorrow's AOD workforce through training pathways and partnerships.

OBJECTIVES

3.1. We are a strong voice for people whose lives are affected by alcohol and other drugs, and for our sector

3.2. We regularly collaborate with cross-sector partners to work towards system change

3.3. We contribute to the development of the future AOD workforce

SUCCESS MEASURES

- Our influence is visible in government policy and funding choices

- Windana has established significant relationships with cross-sector partners by 2025

- Stronger training pathways into, through and beyond Windana by 2025



Sustainability impact

At Windana, we acknowledge that the health and wellbeing of our residents, clients and staff is inextricably linked to the health of our planet. We recognise that our mission to improve the wellbeing of those people we serve must extend beyond frontline services – we must also promote and preserve a healthy environment, by reducing our carbon footprint, improving resource efficiency, enabling climate resilience and greening our built environments.

OBJECTIVES

4.1. We improve our resource efficiency to reduce our carbon footprint

4.2. We are transparent in our total social impact commitments and performance

4.3 We minimise the environmental impact of procuring goods and services

SUCCESS MEASURES

- Roadmap to net zero certification has been established by 2023
- We implement waste management practices that reduce waste generation, increase recycling, and support the transition to a circular economy
- We reduce our contribution to pollution and emissions by establishing organisational efficiencies

- We fully implement our Reconciliation Action Plan
- Annual reports include reporting against selected Sustainable Development Goals

- 100% of our procurement tenders include environmental sustainability criteria
- We choose suppliers who are committed to better environmental performance



Growth for impact

We want to reach more people with our services to change more lives, through growing our organisation. Growth enables impact in diverse ways, with greater scale providing a platform for advocacy and influence. Growth can also create opportunities to work in a more streamlined way, delivering impact more efficiently due to economies of scale.

OBJECTIVES

5.1. We grow sustainably to increase our impact

5.2. Our financial foundations are secured

5.3. Our corporate systems are 'growth ready'

SUCCESS MEASURES

- We grow revenue to \$40 million by 2025
- We double our client base by 2025

- We maintain key relationships with funders
- Our lapsing funding agreements are renewed
- 10% of revenue will be from non-government sources by 2025
- We maintain annual surpluses

- We have fit-for-purpose supporting infrastructure in place
- We have a stronger brand that aligns to our growth aspirations
- We are organisationally ready for an evolving funding environment, (including pay-by-outcome approaches)



Innovation for impact

We're committed to continuously improving our programs, services, and our organisation so that we can deliver more and better outcomes for the clients and communities we serve. This means investing in building the evidence base for our programs and exploring new practices and technologies that can help us change lives.

OBJECTIVES

6.1. Integrated technologies enhance our operational and client impact

6.2. Stronger research and evidence building capability

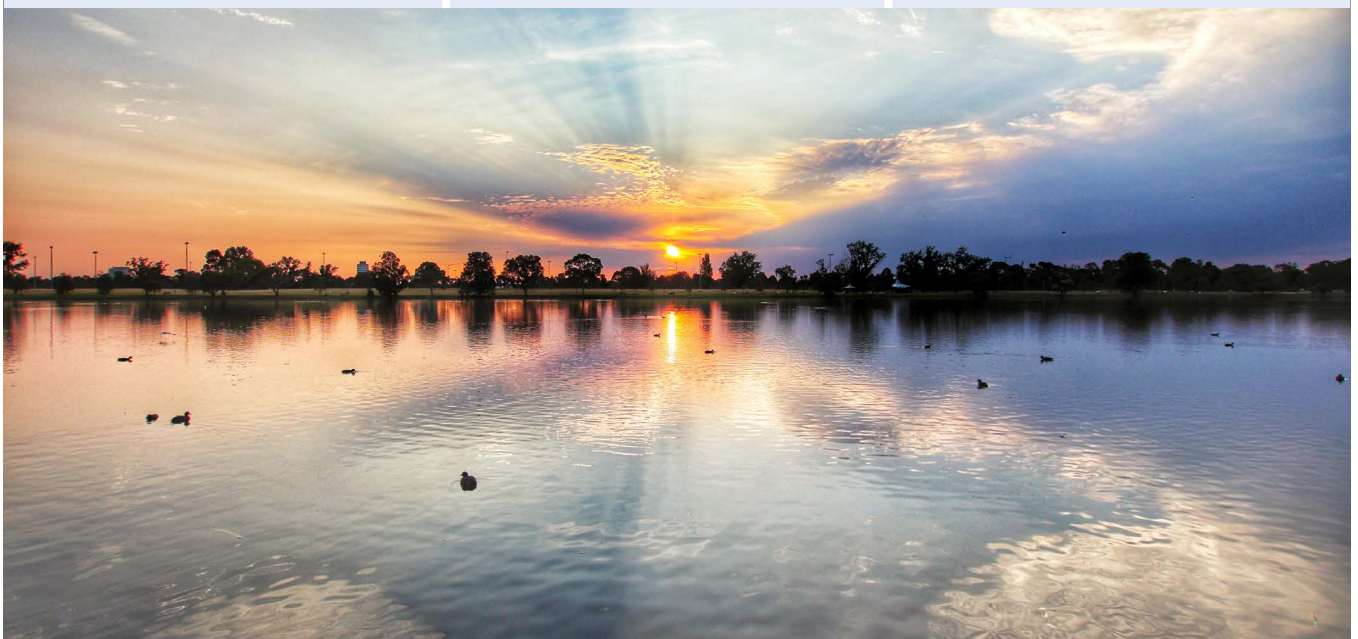
6.3. Innovation is embedded in our culture and practice

SUCCESS MEASURES

- Our clients report an enhanced service experience
- Our people report being better enabled in their roles by technology
- Deeper outcome performance reporting at client level, including Social Determinants metrics

- We have established key research partnerships
- Regular production of evidence briefs/reports

- We design, deliver and evaluate an innovation strategy
- Innovation contributes to improved outcomes
- We support and celebrate innovation at all levels
- Our staff report high levels of engagement with innovation





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