

VCOSS **Strategic Framework** **2008-2010**



Mission

As the peak body of the social and community services sector in Victoria we pursue just and fair social outcomes through community sector development and leadership, policy development and collaborative advocacy

Vision

VCOSS envisages a society where social well being is a national priority and:

- Everyone has access to and a fair share of the community's resources and services,
- All people are involved as equals, without discrimination,
- People participate in decision making about their own lives and their community,
- The land we live in is respected and we recognise the Indigenous custodians of the country,
- Injustices have been reconciled between indigenous and non-indigenous Australians.

Strategic Directions 2008-2010

1. Advocate for equity, social justice, fair access to resources and participation for all
2. Build a strong sector that can lead social change
3. Create a strong public presence for the changes required
4. Sustain just, equitable and efficient outcomes through collaboration
5. Sustain an effective, ethical, healthy organisation

Strategic Priorities for 2008

1. Social equity response to climate change.
2. Social and economic participation.
3. Integrate and re-frame sector development activity.
4. Refresh VCOSS 'narrative' and use it to re-align VCOSS communications and publications to members and stakeholders.
5. Focus increased time/resources into key cross-sector collaborations.
6. Strengthen 'whole of VCOSS' membership focus.
7. Independent revenue development.
8. Consolidate internal processes, systems and supports.

1. Advocate for equity, social justice, fair access to resources and participation for all

Social Outcomes

- A sustainable society built upon an understanding of social, cultural and environmental sustainability
- Improvements in quality of life indices across all disadvantaged groups, particularly Indigenous communities and people living in rural and regional areas and other disadvantaged locations
- Whole of government and cross-sector approaches to equity, social justice and human rights outcomes
- Commitment by governments and communities to the achievement of human rights and the respect for democratic institutions and processes
- Access and participation of disadvantaged communities and individuals in the social, political and economic life of the community

VCOSS Priorities

1. Ensure an integrated 'whole of VCOSS' approach across priority areas
2. Coordinate, disseminate, and where needed, conduct research to strengthen the evidence base to under-pin VCOSS advocacy and sector development strategies
3. Build on *A Fairer Victoria* to influence development of whole of government social equity policies and strategies
4. Address areas of population-based disadvantage and emerging issues impacting on social equity, e.g. disadvantage in Indigenous communities, climate change, regional/rural poverty

2. Build a strong sector that can lead social change

Social Outcomes

- Increased effectiveness and impact of community sector organisations
- Increase in community organisations party to & leading social policy change
- Consolidate reputation of VCOSS and members as change leaders
- Increase level of participation and diversity of participants in VCOSS activities
- Increase impact of cross-sectoral alliances and coalitions and strengthened participation in these collaborations by community organisations, including VCOSS members

VCOSS Priorities

1. Consolidate capacity to support and coordinate sector development and training against needs expressed by members eg. in advocacy, media, human resources, human rights, health and safety, governance and leadership
2. Strengthen VCOSS knowledge broker role – as a repository of information and knowledge, and provide accessible means by which the sector can access and use this knowledge
3. Support and develop sector-wide practices in identified issues where VCOSS can add value e.g. leadership, brokering, influencing and negotiating, including among the next generation of leaders
4. Strengthen sector planning for the future needs of the community services sector, involving facilitation of planning, cross-sectoral collaboration, policy analysis, leadership and support for sector interests and broader identity
5. Strengthen VCOSS role in hosting and facilitating sector networking and cross-sectoral collaboration
6. Develop VCOSS and member capacity to use the (reformed) Victorian Parliamentary process.

3. Create a strong public presence for the changes required

Social Outcomes

- Responsiveness and support by government of VCOSS policies and viewpoints
- Media reporting of VCOSS policies and viewpoints
- Social policy issues at the fore of political debate
- Strong and effective working relationship with media
- High quality reports and publications service and product

VCOSS Priorities

1. Develop VCOSS media and communication strategy aimed at increasing our influence with key audiences; including targeting and evaluation of stakeholder response to policy publications.
2. Develop marketing/branding strategy to enhance VCOSS public profile and unique role in the Victorian community.
3. Strengthen the capacity of members and community members to self-advocate, with specific strategies and publications e.g. simple fact-sheets on the website
4. Publish monthly and annual documents on time, with regular evaluation of effectiveness and reach; improve the management and effectiveness of our publications production processes.

4. Sustain just, equitable and efficient outcomes through collaboration

Social Outcomes

- Social policy positions supported by a range of sector and non-sector players
- Participation of rural and regional constituents and their representative organisations in policy making
- Success of collaborative campaigns
- Resources for community sector capacity building brokered through partnerships and collaborations

VCOSS Priorities

1. Build and strengthen relationships/coalitions with others focused on enhancing human rights and democratic institutions.
2. Pro-active partnering with non-community sector stakeholders, including local governments, on priority social issues (e.g. energy, transport, health, climate change).
3. Identify and respond to opportunities for more joined-up policy work.
4. Creatively identify affordable resources for community sector capacity building.
5. Build coalitions with others focussed on enhancing human rights and democratic institutions.

5. Sustain an effective, ethical, healthy organisation

Social Outcomes

- We act as a model workplace for the community
- We maintain best practice standards of governance
- We are financially viable over both the short and long term
- We manage our risk to an appropriate level
- We are forward thinking & we engage in regular planning
- Our resources, internal systems and infrastructure are aligned to achieve the strategic plan
- We are accountable to our various stakeholders, including members, funders, broader community and the people whose interests we represent

VCOSS Priorities

1. Meet all statutory and legal obligations, including negotiation of a new collective agreement with staff in 2009
2. Maintain effective financial management including annual budget and three year forecasting, ensure adequate funding for overheads, regular financial reporting to the Board and development of indicators and trend analysis to ensure Board's full oversight of financial position
3. Align risk management, facilities management and human resource policies, processes and reporting systems with our strategic plan
4. Plan and develop revenue development and membership strategy, including marketing and member services and strengthen involvement by members in VCOSS work,
5. Establish a quality improvement regime.
6. Strengthen and continuous improvement of governance e.g. review of governance and executive limitation policies