



# Hope

*Community  
Services*

**Strategic Plan**  
2018 – 2021



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## WHAT DRIVES THE ORGANISATION?

Our Purpose, Values and Principles, are essential drivers to achieving our Vision, Mission and Strategic Priorities.

### OUR PURPOSE

HOPE is a community managed organisation working to develop innovative and collaborative community-based services and networks in the alcohol and other drugs, justice and mental health fields. HOPE provides services across Western Australia and interstate with a priority on working with and supporting people who are most marginalised and who have the most complex needs.

### OUR VALUES

HOPE is a values-based organisation committed to creating and nurturing hope and opportunity in the lives of the people and communities it serves. In pursuing our Purpose, Vision, Mission and Strategic Priorities, we are guided by the following core Values:

#### *Person Centred*

The central focus for all of our activity is on the needs of the client we serve on their journey through life.

#### *Connectedness*

We will make time to build and maintain strong positive safe relationships with all those we engage with.

#### *Trust*

Building trust with people through honesty, respect and following through on commitments.

#### *Participation*

Being inclusive and fostering contribution from all stakeholders.

#### *Excellence*

Through accountable practice, being transparent, seeking continuous improvement and innovation.

We are committed to living these values. They guide everything that we do and will be demonstrated internally and externally by HOPE staff.



### OUR PRINCIPLES

1. The participation, needs and wellbeing of HOPE clients is central to all our decision making.
2. Clients and stakeholders must be involved in the design of HOPE's services and wherever possible in the co-production of these services.
3. HOPE shares its resources with service partners to improve collaboration and reciprocate benefits.
4. HOPE prioritises opportunities that facilitate jointly-managed service ventures that aid local community building.





### OUR VISION

HOPE and OPPORTUNITY exist for people, particularly those impacted by alcohol, other drugs, and mental health issues, to live healthy and connected lives.

### OUR MISSION

HOPE connects with those who are most marginalised by providing supportive environments and services that engage people where they are. HOPE supports people to connect and engage, building a sense of belonging within communities. HOPE responds to the needs of people in regional and remote communities.



## STRATEGIC CONTEXT

There are a number of key factors that have informed the adoption of our strategic priorities for the next three years.

### *The challenge of market competition and reciprocity*

Competition and contestability in the community services sector has been a government policy priority since the mid 90's. Initially, this reform characterised competition in a combatant manner, where success came at the cost of others, led to low trust, an adversarial mentality, and defensive positions (Keast 2016).

Competition is not new to the community services sector and unlike the present forms, earlier approaches were more overtly embedded in reciprocity and interdependency, working for common purposes, and the generation of win/win outcomes.

This understanding of competition is more subtle than the pure economic model. Organisations might compete for the same resources, but the competition is undertaken with an integrative purpose, looking to expand rather than limit the service offering. It is a form of competition that is more predisposed toward longer term interpersonal relationships, reciprocity and integration.

The community services sector should not be immune from review and reform, including examining the benefits of competition and contestability. However, it is imperative that the sector be progressed, not through the benefit of raw combatant competition but through the principles of reciprocity and mutual reward.

### *The role of HOPE as an NGO*

HOPE believes that people who are disadvantaged, require access to a range of support services and assistance with engagement to enhance their connections and to achieve reciprocated relationships in their community.

People as social beings, need meaningful occupation, people who support and care for them (reciprocity) and a sense of belonging to survive and thrive. Supportive, rehabilitative and restorative services for people with high and complex needs are time and resource intensive and achieving service outcomes is predominantly dependent upon the quality and existence of positive relationships in the lives of those individuals.

There is overwhelming research showing the strong correlational linkage between feelings of social isolation and the loss of wellbeing. Furthermore, this correlation is strongest with people who feel marginalised and who identify as socially disadvantaged. Place based solutions to enhance people's feelings of belonging are imperative.

HOPE sees its role as providing essential services to those most disadvantaged who present with complex needs. However, it is more than just providing services – it is about facilitating the development or enhancement of sustainable, reciprocal relationships in community that are independent of HOPE.





## OUR STRATEGIC PRIORITIES

Over the next three years HOPE will implement the following strategic priorities:

1. Facilitating and enhancing connection with and within marginalised communities at the local level.
2. Creating new supportive service environments and enterprises in partnership with local communities and other stakeholders.
3. Expanding HOPE's regional footprint to ensure people receive the right care, in the right place, at the right time.
4. Increasing engagement with Aboriginal and Torres Strait Islander people, leading to improved social and emotional outcomes.
5. Increasing engagement with Aboriginal and Torres Strait Islander people through employment by HOPE.

## OUR CORE CHANGE STRATEGIES

### 1. Developing connectedness at the local level

HOPE recognises that the people we serve need access to spaces that are safe and inviting so relationships can begin and flourish.

Key to success is having staff who are committed and capable to develop healthy enduring relationships with clients and stakeholders in the communities we operate in.

In this context, HOPE is interested in establishing community hubs to enhance opportunities for healthy and positive relationships.

### 2. Partnerships and collaboration

The complexity of our clients' needs clearly shows no organisation can work alone. The best prospect for enhancing community and services for those who most need them is establishing highly trusting partnerships and collaborations with key stakeholders and other service providers.


### 3. Creating social enterprises

The creation of social enterprises offers clients and HOPE opportunities for co-production, empowerment, new resources and partnerships to address unmet needs and service gaps.

Reliance on government funding poses significant financial risks to community-managed organisations and the development of sustainable social enterprises is a sensible mitigation strategy.



## STRATEGIC MEASURES

1. Clients reporting positive impacts associated with their involvement with HOPE.
  2. Community connection strategies are implemented in each region.
  3. Stakeholder and client feedback shows there is meaningful co-production and involvement in the design of HOPE services.
  4. Stakeholder and client feedback shows that HOPE's role in the community is understood and supported.
  5. HOPE demonstrates that, in service joint ventures, service resources are shared with partners and partners recognise that the service benefits are reciprocated.
  6. HOPE quantifies the number of jointly managed service ventures – timelines, accountabilities
  7. HOPE grows its service profile across the state by 100% in the next 3 years.
  8. HOPE establishes at least one social enterprise in the next 3 years.
  9. The number and percentage of Aboriginal and Torres Strait Islander people employed by HOPE grows each year.
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