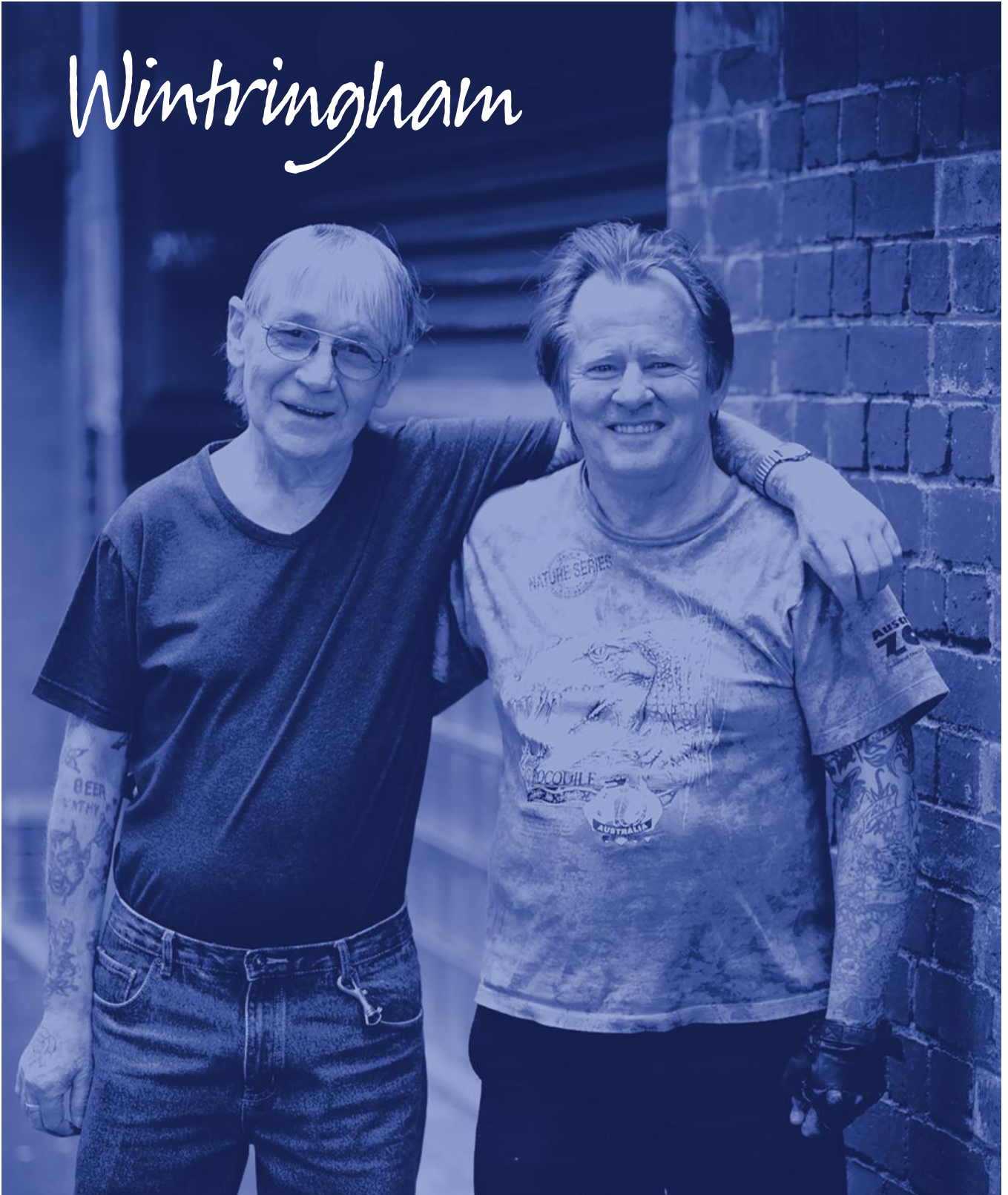


Wintringham



Strategic Plan

2019-2024





Our Vision

Wintringham represents and fights for the rights of Australia's elderly poor and homeless.

Our Mission

Wintringham provides dignified, affordable, high quality care and accommodation to elderly men and women who are financially disadvantaged, homeless or at risk of becoming homeless.



We provide an environment where individuality is respected and honoured and where all receive their rightful entitlement to support and care in a place they call home.

Wintringham is an advocate for elderly men and women who are homeless or at risk of becoming homeless to achieve equality and social justice.



Who We Are and What We Do

Established in 1989, Wintringham is an independent not-for-profit welfare organisation founded on enduring principles of social justice.



Through our continuum of care model, Wintringham provide a range of innovative programs delivering safe, secure and affordable housing and related support services for elderly men and women who are disadvantaged, homeless or at risk of homelessness. Our services range from outreach, independent and supported housing, in-home aged care, residential aged care and palliative care. With 650 dedicated staff and 200 volunteers, we support over 2,000 clients each day throughout Victoria.

As Australia's largest provider of housing and support for the elderly homeless, Wintringham is a trusted advisor to all levels of government. We play an important role influencing the development of government policy, to ensure the elderly homeless

are appropriately recognised from a funding and policy perspective. We advocate strongly for our clients and utilise our knowledge and experience to impact decision making.

Wintringham is recognised internationally, and was awarded the United Nations World Habitat Scroll of Honour in 2011. Wintringham is the first Australian organisation to be awarded this prestigious award, and the only recipient worldwide that specialises in supporting the elderly.

We are justifiably proud that we provide 'a home until stumps' for elderly Australians most in need.

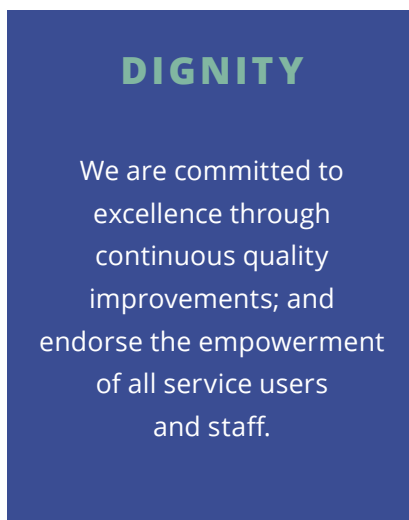
Our Values

We are committed to the values of Options, Dignity and Rights.



OPTIONS

We will encourage and support the independence of older people; promote service user participation in decision making; and work in close co-operation with other agencies.



DIGNITY

We are committed to excellence through continuous quality improvements; and endorse the empowerment of all service users and staff.



RIGHTS

The health and safety of all service users, staff, volunteers and visitors is actively promoted; and service users and staff are entitled to have their grievances investigated and resolved.



President and CEO's Message

With great pleasure we present Wintringham's 2019-2024 Strategic Plan.



Social justice values and preservation of the dignity, options and rights of disadvantaged elderly men and women has been our guiding philosophy since our organisation's inception in 1989, and still guides us today.

The development of this plan has been an opportunity for us to reflect and pause on not only our successes and achievements, but also the challenges we've fought to overcome, and the obstacles that remain.

The rapid pace of growth that Wintringham has experienced is astonishing. The ever-increasing demand for our quality aged care, housing and support services means it is even more pertinent that we plan for the future and re-calibrate, to ensure Wintringham is in a strong position to continue serving our clients for many years to come.

This Strategic Plan is a collaborative effort by all of Wintringham's leadership. We are confident this plan will guide us well, ensuring our focus remains sharp, so we can effectively and efficiently deliver on our organisation's mission.

Thank you to all our supporters, staff, volunteers and clients, past and present for your contributions. The services we deliver are the result of a collective effort by people who care about disadvantaged elderly and care about upholding their rights. Your continued support is a crucial part of our ongoing success.

Jeffrey Gole
President

Bryan Lipmann AM
CEO / Founder

Strategic Priorities

GOAL 1

Increase the supply of housing, aged care and support options for the elderly homeless



Grow the supply of integrated housing, aged care and support solutions along a continuum of care that meet the particular needs of older homeless men and women providing a 'home until stumps'.

GOAL 2

Deliver high quality outcomes reflecting the particular needs of elderly homeless men and women



Ensure services are of the highest quality, fit-for-purpose and deliver dignified outcomes that respect and respond to the individual needs of clients and deliver a permanent end to homelessness.

GOAL 3

Maintain the financial viability of Wintringham



Generate sufficient income to maintain high quality, sustainable and permanent services over the long-term.

GOAL 4

Advocate for the rights of the elderly homeless



Through advocacy, influence external stakeholders, government policy and funding priorities, to ensure older homeless men and women achieve equality through improved access to aged care, housing and support services.

GOAL 1

Increase the supply of housing, aged care and support options for the elderly homeless



Grow the supply of integrated housing, aged care and support solutions along a continuum of care that meet the particular needs of older homeless men and women providing a ‘home until stumps’.

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|-------------|-----|---|
| INITIATIVES | 1.1 | Identify and participate in opportunities to increase housing, aged care and support service programs for the elderly homeless. |
| | 1.2 | Develop partnerships that lead to philanthropic and other non-government funding sources. |
| | 1.3 | Within a continuum of care environment, expand Wintringham’s national reach, either directly or through other models. |
| | 1.4 | Maintain a pipeline of potential new service opportunities (both capital and operating). |
| | 1.5 | Be open to explore new and innovative funding models, including debt if it is a necessary element of government funding. |

GOAL 2

Deliver high quality outcomes reflecting the particular needs of elderly homeless men and women



Ensure services are of the highest quality, fit-for-purpose and deliver dignified outcomes that respect and respond to the individual needs of clients and deliver a permanent end to homelessness.

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| INITIATIVES | 2.1 | Secure appropriate support funding to meet the needs of each client. |
| | 2.2 | Provide a continuum of care for all Wintringham clients in their location of choice. |
| | 2.3 | Maintain the Wintringham best practice model within a tighter funding environment. |
| | 2.4 | Consider environmental sustainability when assessing best practice. |
| | 2.5 | Invest in a client outcomes measurement framework. |
| | 2.6 | Grow staff training and professional development opportunities to respond to the specialist needs of elderly homeless people. |
| | 2.7 | Maintain Wintringham’s “employer of choice” culture in an environment where there is high competition for staff. |
| | 2.8 | Enhance communication within a growing organisation. |

GOAL 3

Maintain the financial viability of Wintringham



Generate sufficient income to maintain high quality, sustainable and permanent services over the long-term.

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| INITIATIVES | 3.1 | Optimise all revenue sources. |
| | 3.2 | Invest in a technology solution to deliver services more efficiently. |
| | 3.3 | Critically assess new funding models and opportunities against long-term financial viability objectives. |
| | 3.4 | Continually assess the efficiency and effectiveness of all programs and corporate activities. |
| | 3.5 | Understand and assess the impact of debt. |
| | 3.6 | Maintain sufficient reserves to protect against future unexpected events. |
| | 3.7 | Maintain high standards of external reporting. |

GOAL 4

Advocate for the rights of the elderly homeless



Through advocacy, influence external stakeholders, government policy and funding priorities, to ensure older homeless men and women achieve equality through improved access to aged care, housing and support services.

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| INITIATIVES | 4.1 | Maintain and strengthen relationships and promote Wintringham to key government and non-government decision makers. |
| | 4.2 | Utilise experience and expertise to advocate for policy formation in the aged care, social housing and related support areas. |
| | 4.3 | Through evidence and data, increase recognition of the funding required to provide quality aged care, housing and support services for the elderly homeless. |
| | 4.4 | Promote client outcomes achieved by Wintringham. |
| | 4.5 | Improve awareness of the Wintringham brand. |

Wintringham is committed to Equal Opportunity for all. We value and embrace differences in gender, gender identity, ethnicity, culture, ability, religion, beliefs and sexual orientation.

We are committed to the safety of our older persons and have zero tolerance for elder abuse.

We acknowledge the Indigenous people as the Traditional Custodians of the lands on which our services are delivered. We pay our respects to Elders past, present and future.

Wintringham recognises that diversity and inclusion contribute to help achieve our goals and vision of ending homelessness for people aged 50-plus.



Wintringham



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