

Bonnie Support Services

Strategic Plan 2025 - 2028

Our story

Established as a women's refuge in 1975 by a group of courageous women who refused to take "No" for an answer, Bonnie's has been at the forefront of supporting and empowering women and children to lead the best lives they can.

Since then, we've grown from a single refuge and are now a Specialist Homelessness Service and Community Housing Provider operating 2 crisis refuges and 20 transitional properties and supporting around 1,500 women and children each year to escape domestic and family violence and homelessness. Our team of skilled women, from diverse backgrounds and guided by strong feminist principles, are committed to bringing our 50 years of experience, understanding and best practices to making a real impact. Bonnie's story continues to unfold, and we are proud to walk beside the women and children who trust us to support them in realising their futures.

Our strategic pillars

- 1 Quality services**
Delivering high quality and evidence informed practice and services that create meaningful outcomes for women and children
- 2 Partnerships and reputation**
Strengthening our industry leadership and working collaboratively
- 3 People and culture**
Creating a safe, supportive workplace that empowers staff to grow and thrive
- 4 Leadership and governance**
Managing effectively for sustainability and long-term success

Our vision

A safe world where women and children flourish and reach their full potential.

Our purpose

We deliver quality services for women and children who are impacted by domestic and family violence and homelessness. We strive to ensure the rights of women and children are protected, that their choices are respected, that their safety is prioritised and that they reach their full potential through the support of our programs, advocacy and commitment to ending gender-based violence.

Our values

Deliver quality services

Act with integrity

Advocate courageously

Empower women and children

Promote collaboration

Work respectfully

Strategic Pillar 1: Quality services

Goal	Strategic priorities/actions
Provide high quality, responsive and culturally safe services	• Implement systematic quality assurance processes to maintain accreditation with the Australian Service Excellence Standards and address recommendations for improvement • Maintain compliance with the requirements of the National Regulatory System for Community Housing and address recommendations for improvement • Deliver training programs for staff to promote cultural competence and safety • Strengthen relationships with local First Nations organisations and communities to support the delivery of culturally safe services
Ensure service planning, design and review is informed by the voice and experience of our clients	• Develop and implement a client feedback plan • Review client feedback and complaints policies and procedures • Conduct annual tenancy and client satisfaction surveys to capture client experiences
Provide safe and fit for purpose homelessness accommodation	• Pursue opportunities to upgrade Bonnie's Refuge to the core and cluster model • Develop and implement a climate resilience plan for our crisis and transitional properties. • Commit staff resources to strengthening our understanding and practice of the 'Housing First' approach. • Continue to strengthen our property and tenancy management systems and processes
Maintain and expand wrap around supports for clients through service delivery with partners	• Undertake a partnership service gap analysis • Expand our partnerships to enhance client services



Strategic Pillar 2: Partnerships and reputation

Goal	Strategic priorities/actions
Strengthen our reputation as an industry leader in addressing domestic and family violence and homelessness	• Use social and other digital media strategies to communicate our vision and mission and advocate for an end to violence against women and children • Provide opportunities and support our staff to attend and present at sector conferences • Use our knowledge and staff expertise to develop and deliver prevention focused training and capacity building initiatives • Build and strengthen relationships with key stakeholders and decision makers to influence policy, advocacy and practice
Increase our philanthropic engagement and support	• Employ a specialist fundraising officer • Develop and implement a strategic fundraising plan • Measure and communicate the impact of what we do to partners and supporters.
Build relationships with new and existing partners and supporters to increase our impact	• Maintain and nurture relationships with existing partners • Build relationships and partnerships with local First Nations organisations • Explore opportunities to partner to provide women and children with exit pathways into long term, safe and stable housing • Build a network of for-profit providers of equipment and supplies to support clients



Strategic Pillar 3: People & culture

Goal	Strategic priorities/actions
Be an employer of choice	• Conduct a review of staff salaries, rewards, and benefits • Develop an Employee Value Proposition • Maintain a program of placements for TAFE and University students to contribute to the development of a skilled and diverse sector
Build an engaged, skilled, and diverse workforce	• Provide quality learning and development opportunities for staff including through the personalised development plans • Encourage and support leadership development and training for staff • Increase and maintain Aboriginal staff members, including through the creation of Aboriginal traineeship roles • Encourage and support staff to participate in sector policy and practice groups and committees
Provide a safe workplace that promotes staff wellbeing and effectively manages psychosocial risks	• Identify and assess psychosocial risks in the workplace • Provide psychosocial training for managers and team leaders • Regularly monitor staff wellbeing through check-ins and annual staff surveys



Strategic Pillar 4: Leadership and governance

Goal	Strategic priorities/actions
Maintain strong corporate governance and organisational management	• Conduct a functional review that explores current organisational structure, roles and responsibilities • Undertake a comprehensive review of all policies and procedures • Review Bonnie Support Services' Constitution • Implement our second Innovate RAP • Maintain a skilled, engaged and diverse Board of Directors, including through an annual Board skills review process and strong orientation and support for incoming Board members • Undertake a review and improve systems and processes to support staff in their work
Maintain strong financial and risk management for effective management of housing and specialist homelessness services	• Manage our community housing assets in a financially sustainable way including through the allocation of annual budgets for planned major maintenance items as per the 10 Year asset management plan. • Maintain a strong focus on risk management for the organisation • Set annual budgets for specific projects and group programs • Provide managers and team leaders with increased oversight over financial allocations for their teams/area of work
Ensure our financial sustainability so we can continue to achieve our mission and purpose	• Monitor and respond to opportunities for growth and to diversify funding sources while balancing the need to maintain existing high-quality services • Develop and design projects and proposals to proactively respond to grant and funding opportunities • Build our capacity to shift or respond to changes in government funding or policy priorities e.g. housing first and prevention • Be well prepared to participate in the Specialist Homelessness Services Re-commissioning and tender process in 2025/26

