



strategic plan

2019–2024

Why we're here

To help people and communities thrive.

What we do

We support people to create positive connections.

Where we're headed

Connected people – Empowered communities.

The background of the slide is a solid blue color. Overlaid on this background are several faint, light blue fingerprints. A large, stylized heart shape is formed by the outlines of two hands, one on the left and one on the right, with their fingers pointing towards each other. The heart is composed of thick, rounded lines.

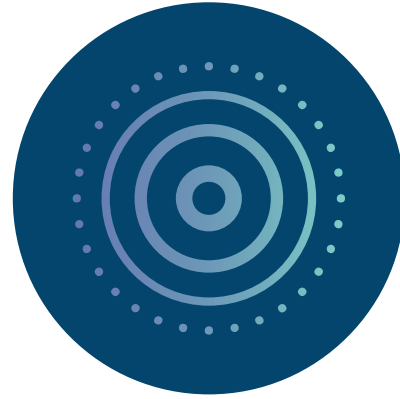
What guides us

We are guided by these values in everything we do – in the ways we act and the decisions we make. The respect and care they embody applies equally to the people who use our services and to our own people. We take great pride in the work we do and what we are part of, and this is reflected in how we apply our values everyday.



Willing to serve

Be open-minded and open-hearted
Make a great first impression, every time
Meet people where they're at



In it together

Appreciate difference
Embrace both individuality and connectedness
Be part of the solution and celebrate success



People matter

Respect lived experience

Make a difference – move mountains

Show kindness and compassion



Looking forward

Be savvy

Be open to change

Remember where we're headed



Measuring success

Over the next five years we will evaluate these measures of success.

1. Positive impacts and outcomes of our services for the people who need, use and help to design them.
2. A well-functioning organisation.

Priority areas

1. Enriching people's lives
2. Walking the talk
2. Setting the bar high
4. Putting the pieces together

1.



1. *Enriching people's lives*

Goal

By 2024 we will be delivering services and supports in collaboration with the people who need or use them, and which better meet their needs.

Why we are focusing on this

The world is changing quickly and we have to change too. New technologies and changes in the way we live and work are having a direct impact on all of us and our relationships. People's wellbeing and the health of their relationships are under pressure. Many of us can navigate our way through this, but many of us can also benefit from guidance and support.

At an extreme end, many people may feel isolated, lonely and disconnected from society. It doesn't have to be like this. With the right tools and support, people can create healthy, supportive relationships that allow them to flourish and live rich and fulfilling lives.

Between now and 2024 we will:

1. Complete a gap analysis of services and pursue opportunities to expand core business.
2. Implement our consumer engagement strategy and develop ways to collaborate with clients to co-design our services.
3. Trial two new service models and therapeutic approaches, while continuing to draw on evidence-based and evidence-informed practices.
4. Create new ways to reach the community through online resources that are proactive and focus on prevention.
5. Raise awareness about ways in which social isolation and loneliness can be reduced.

2.



2. Walking the talk

Goal

By 2024 people will understand and be engaged in the RA Tas values.

Why we are focusing on this

RA Tas has a strong reputation for being responsive to different communities and providing excellent services. This is built on 70 years' experience and the efforts of our people over the years to make sure we stay connected to communities and in touch with what people need from us.

As an organisation, the values that guide how we connect with people have been an essential part of everyone's work. In the face of a

rapidly changing world, those values may be put under pressure. By stating them more clearly and precisely, we can more deeply embed them in everything we do – from the way we greet people who come to our services, to the big decisions that shape who we are and what we do.

By being transparent about our values, we are also signalling to people what they can expect from us – whether they be the people who use our services, work with us, partner with us or fund us.

Between now and 2024 we will:

1. Develop two social issue campaigns that raise public awareness and promote the RA Tas values.

2. Collaborate with our people to maintain a positive values-based culture.
3. Revise our marketing communications strategies to accurately represent our values.
4. Review business systems to ensure they have appropriate functionality and meet the needs of our people.

3.



3. *Setting the bar high*

Goal

By 2024 our people will continue to be highly skilled and professional, and our services will be of the highest quality, positioning RA Tas as a sector leader.

Why we are focusing on this

Everyone in RA Tas is critical to our success – our people are the heart of what we do and the high quality of our services is due to the contribution they make every day.

The majority of our work involves our people connecting with individuals, couples, families and groups. To keep the overall quality of what we do high, it is critical that our people remain

highly skilled and their contributions acknowledged and appreciated.

Many of our services currently meet industry-recognised standards or best practice approaches. These need to be maintained and new programs will need to be accredited. This takes considerable effort across the organisation and needs to be managed as core business, not just an add-on.

Between now and 2024 we will:

1. Implement our People Strategy to continue to attract and develop high quality people and find ways to communicate the value proposition of working with RA Tas.
2. Maintain current accreditations and identify other quality accreditation or resources that make RA Tas a safe and welcoming organisation for all Tasmanians.
3. Collaborate to provide opportunities for research and data evaluation of our work to demonstrate impact.
4. Use evidence to ensure that our services are of the highest quality and our clients are achieving the outcomes they desire.

4.



4. *Putting the pieces together*

Goal

By 2024 we will have all the resources we need to provide high quality services.

Why we are focusing on this

For RA Tas to run well, we need good governance and management systems. We also need adequate funds to finance our services and operations – to recruit and pay our people, maintain buildings and infrastructure, and make good use of technology.

We need to continue to have a healthy surplus so we can reinvest in the organisation and keep the quality

of our services high. To protect the work of the whole organisation, we also need to carefully match service development with financial capacity.

New technologies offer us opportunities to expand our reach and increase our efficiency in specific areas. The impact of climate change also needs to be considered. The pace of change can be fast and we have to make sure we manage it on our own terms.

Between now and 2024 we will:

1. Develop and implement an ethical investment strategy.
2. Review our client and staff shared spaces to ensure they are a safe and welcoming environment that is appropriate to the intervention provided.
3. Work to ensure that RA Tas reduces its environmental impact and operates sustainably.
4. Use information about our cost structure to deliver high quality, client-focused services in a competitive and sustainable way.
5. Work collaboratively with funders to meet the needs of Tasmanians.



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