



We acknowledge and pay respect to the ancestors and descendants of the Lands upon which we work. We are mindful that within and without the buildings, the Land always was and always will be Aboriginal Land.

ACKNOWLEDGMENT OF COUNTRY

CONNECT. RESPECT. EMPOWER.

A five-year strategic movement.
2022-2026



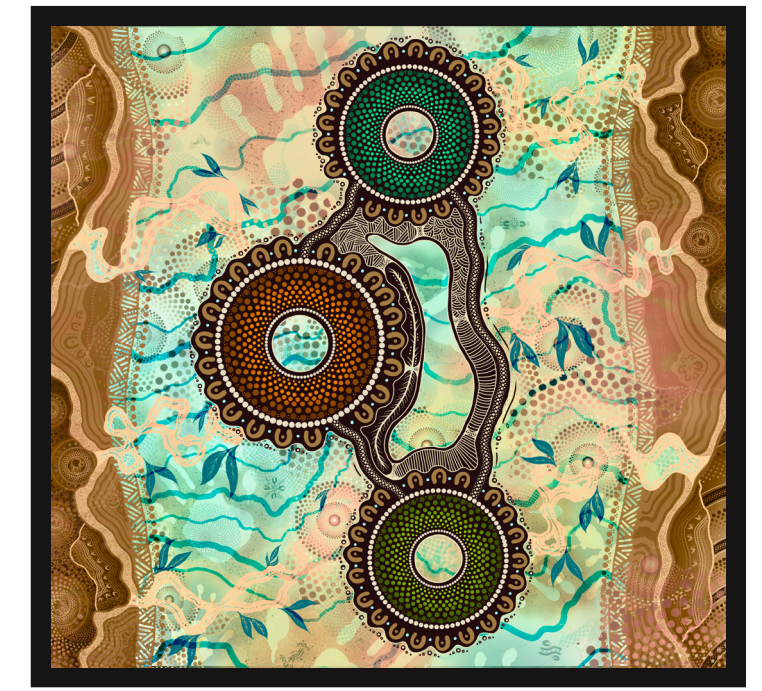
ABOUT OUR VISUAL

CONNECT.
RESPECT
EMPOWER.

This visual translation recognises the foundational legacy of not only who Rekindling the Spirit is but who Rekindling the Spirit has been. Moving towards transformative possibilities ensuring each step is reflective of this collective intent at Rekindling the Spirit.



Sheldon Harrington
Widjabul Artist



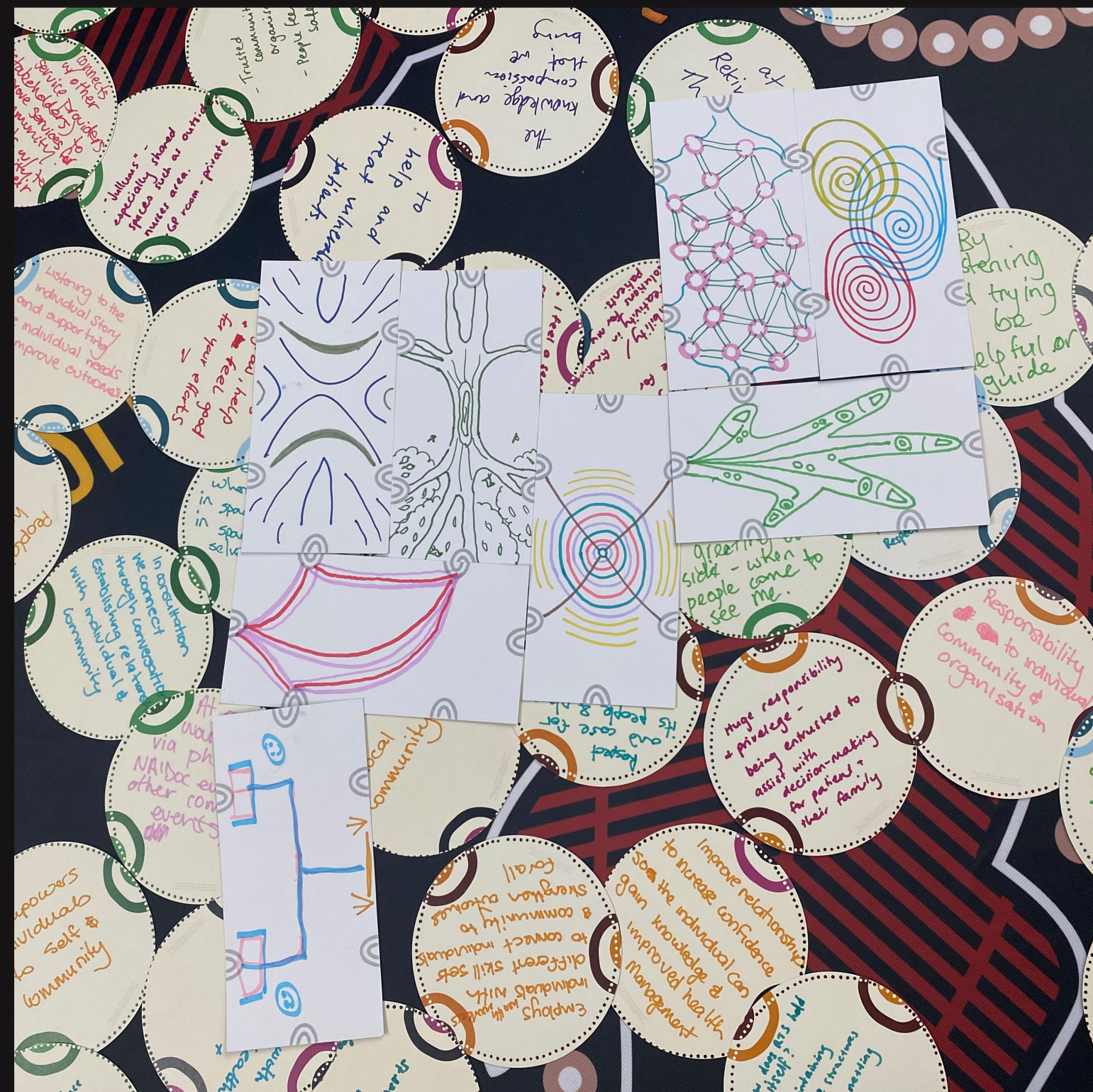
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Co-Designing this strategic movement

Through this process we engaged all our staff, and representatives from community, to craft a principled foundation from which our strategic directions could emerge. This saw us engaging in multiple visual dialogue workshops where, through a collaborative engagement with Indigenous Knowledge informed questioning frameworks, all participants were able to craft visuals as mediators. This provided us the opportunity, as a collective, to speak to, and through, the visuals to align our collective thinking and grow a shared understanding of Rekindling the Spirit.

From this strong foundational base, we continued to engage together, mapping, co-Designing and co-creating all aspects and elements of this movement as distinct, but relational commitments. What we have crafted is a true movement; one that is Rekindling the Spirit. Reflecting the Country that it has emerged from (Bundjalung) and sharing in a philosophy that has guided its creation and will guide its future application.



MOVING WITH STRENGTH

A message from the Chairperson

Rekindling The Spirit Board of Directors have a responsibility to govern the establishment of this strategic plan and are committed to assist the CEO and management/staff with the implementation of the strategic plan. The inclusion of newly identified goals will stretch us to new heights in clinical care and the ongoing delivery of services.

We will continue to strengthen our partnerships with other service providers, enhance our competence in equity, diversity and inclusiveness and heighten our role as an anchored organization within the community.



Anthony Franks
Chairperson

MOVING WITH GRATITUDE

A message from the CEO

We are fortunate to have this detailed Strategic Document, encompassing where we are moving towards in the future, how we will get there and the key areas which are required to be acknowledged to be successful in this journey.

I would like to give my gratitude's to all persons involved in the processes to get to this point. From here we can build on the groundworks already established at Rekindling the Spirit for the future of the service.

It is a privilege to work within this framework at Rekindling the Spirit and build a brighter future for the organisation, clients, and community.



Georgina Cohen
CEO

WHO WE ARE

Identifying who we are is, in large part, about recognising who we have been. Rekindling the Spirit Limited (RTS) was established in the late 1990's with a program that services the Aboriginal Families of Lismore and the surrounding areas, dealing with a clientele who have substance abuse issues, problems with violent behaviour, and difficulty connecting with Partners and Children. This program has been developed over time, by Greg Telford and other like-minded Aboriginal and non-Aboriginal people who are concerned about the legacies we are passing on to our children.

We now sit as a collaborative primary health care service run by, and for, Aboriginal people, families, and communities; a service that works to ensure that Aboriginal people within families and communities reach and celebrate good health.

We uphold the definition of Aboriginal health that is 'not just physical wellbeing of an individual but refers to the social, emotional and cultural wellbeing of the whole community in which each individual is able to achieve their full potential as a human being, thereby bringing about the total wellbeing of their community.'

We recognise that social determinants have a significant impact on health and wellbeing and with this understanding we support Aboriginal people to reconnect with families, communities and traditional Aboriginal culture, values, and beliefs.

As we embark on our five-year strategic movement, 'Connect. Respect. Empower', we recognise this foundational legacy, as we look forward towards transformative possibilities.

"WE HELP COMMUNITY START THEIR JOURNEY TO BETTER WELLBEING."

2021 Staff Strategic Planning Contribution

WHERE WE ARE MOVING TOWARDS

These strategic directions are the product of a 12-month co-Design process whereby all staff contributed to building out a vision for our movement. Through a series of visual dialogue workshops, consultations, feedback and iterations, our staff collaborated to not only reveal a collective understanding of our organisation but to set about a clear guide for our movement forward. The strategic directions, strategic commitments, and the strategies themselves, are all reflective of this collective intent at Rekindling the Spirit.

TARGETED GROWTH

We are a growing organisation but, to grow alongside community in a proper way, we must target our areas of growth.

INFORMATIVE COMMUNICATION

To authentically connect with our communities, we must provide informative communication.

STABLE PLACES, SAFE SPACES

We hold safe spaces, and provide stable places, to connect with, respect, educate and support our community.

COHESIVE RELATIONSHIPS

By walking forward as a community, we will nurture cohesive relationships.

CONSCIOUS ENGAGEMENTS

We understand where we should engage and will increase strengths through these conscious engagements.

INTEGRATED HEALTH AND WELLBEING

We integrate our services to assist others on their health and wellbeing journey.

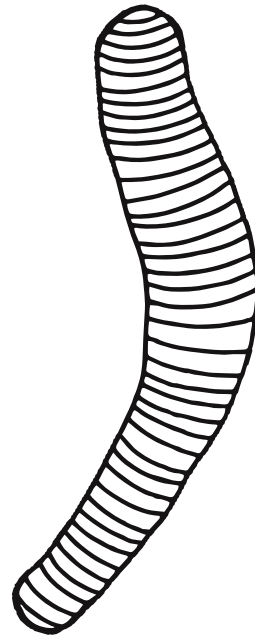


PRINCIPLES THAT WILL GUIDE US

We have a strong foundational legacy with Rekindling the Spirit. As we step ahead, along our transformative direction, we want to ensure that we always stay true to this foundation of who we are. To do this, we have developed guiding principles. Statements, co-Designed by the staff and executives of Rekindling the Spirit, that speak to our intent and work to frame how we will we go about moving forward.

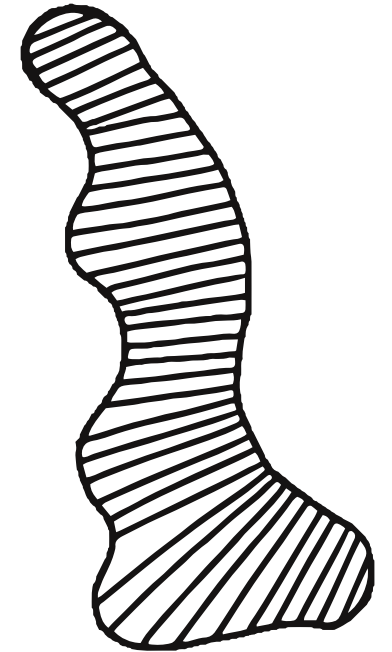
COMMUNICATION

We connect through transparent communication. Actively communicating to strengthen relationships between all voices.



KNOWLEDGE

We hold a safe space for shared Knowledge. Coming together with our skills, experience, and understandings to reach goals at all levels.

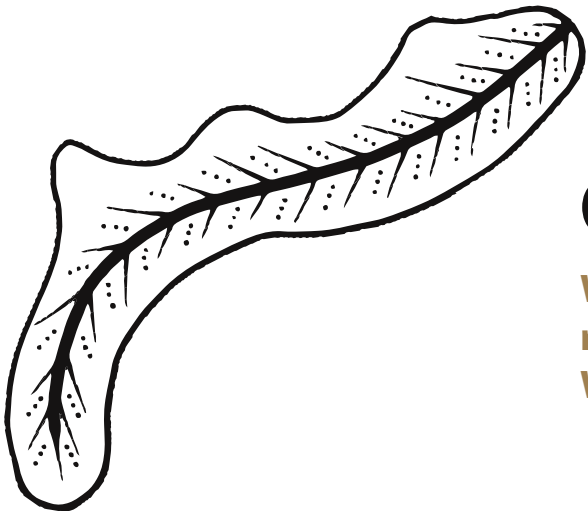
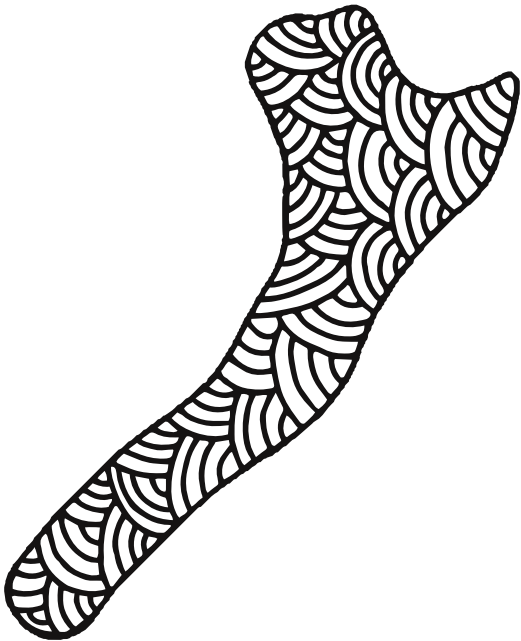


CONNECTION

We engage to connect. Coming together as a community to explore and strengthen connections in space, in self and the space between self; because we are a part of a community.

COMMUNITY

We strive to empower our communities.
Only through living the principled
example we hope to achieve, can we
empower people to empower themselves.

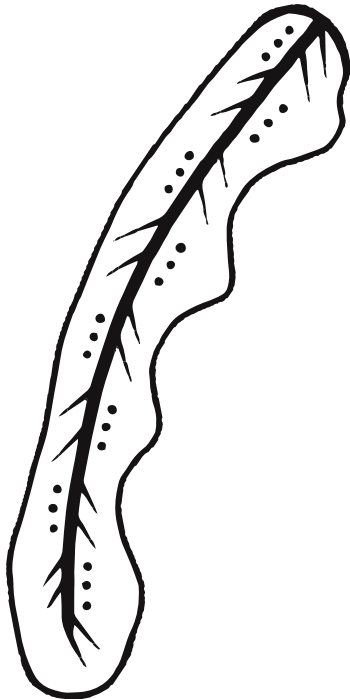


CARE

We show care by listening and
responding authentically.
Without care we fail.

RESPECT

We have a responsibility to tell the
truth. We are trusted to hold ourselves
with integrity and respect.



“WE HOLD GUIDING PRINCIPLES.”

HOW WE ARE GOING TO GET THERE

Our strategies

With Connect. Respect. Empower we have developed a vision for Rekindling the Spirit that brings together insights from staff, executives and community. A vision that reflects our strong foundations, outlines our movement forward and establishes measures for us to be held accountable to. In actioning this plan we are embarking on an ambitious 5-year strategic movement that will see us first consolidating our growth and then charting a way forward with renewed vigor and a clarity of vision.

We view this strategic movement as a way to live our principles and, as such, we have transformed our strategic directions into strong commitments for action.

Statements that declare our authentic intent regarding all those who interact with Rekindling the Spirit. As you read through the document you will see how our movement affirms who we are and where we are going but we hope that you will also see that this affirmation is not just internal. This is a strategic movement that recognises its potential for broader impact, and we are committed to demonstrating where, and how, our strategies impact our key stakeholders.

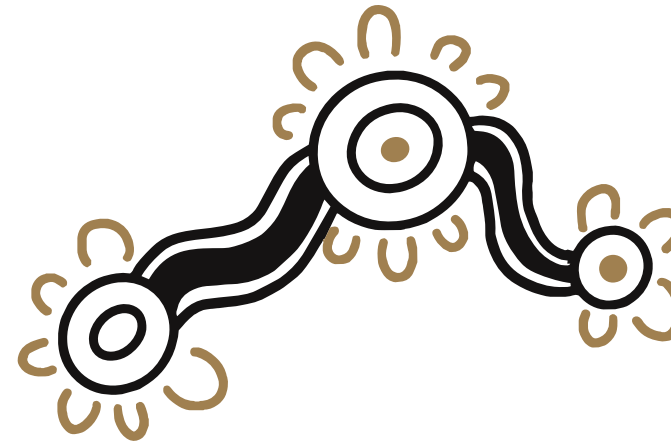


CONNECTED THROUGH OUR PEOPLE

We care for connection. It helps us to move forward and to improve.

We connect as a team to connect with our clients and our community. This means we very much value connection as a starting point for empowering our people to engage in the work that we do. When we are 'connecting through our people' we are working from inside the service to the outside, modelling behavior, communication, and integrity as a starting point for strong working relationships. Connection is foundational to our strategic movement and will see us focusing on empowering our staff and communicating our intent.

WE CONNECT SO THAT OUR:

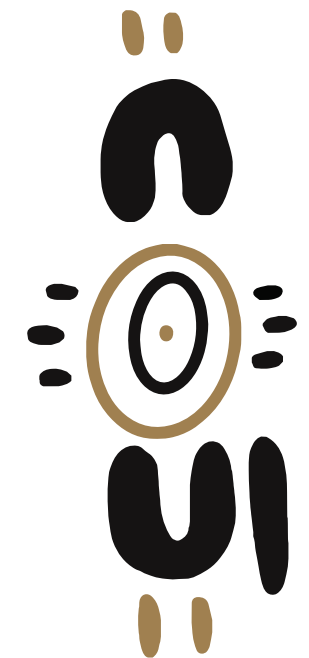


COMMUNITY

Trusts us to hold a safe space where we can empower each other.

CLIENTS

Can see us as a principled example of authenticity and integrity.





STAFF

Feel empowered to explore and strengthen themselves, their connections and relationships.

PARTNERS

Can understand the types of relationships that we value.



EXECUTIVES

Are supported to foster our culture of growth.

OUR COMMITMENT TO CONNECTING MEANS THAT:



WE WILL RECRUIT FOR A PURPOSE.

This will see the development of a targeted recruitment strategy that will help to identify quality recruits for clearly defined roles.

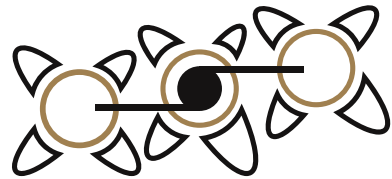


In addition to role targeting, we will provide all our recruits with improved, role relevant, induction and orientation within a refined performance management framework.



"WE HOLD OURSELVES PROUDLY, PROFESSIONALLY, RESPECTFULLY."

2021 Staff Strategic Planning Contribution



WE WILL BE THE WORKPLACE OF CHOICE FOR OUR STAFF, WHO WILL BE PROUD TO WORK FOR OUR ORGANISATION.

Growing pride and trust from our staff compels us to periodically review our organisational structure to ensure that we are aligning with, and hopefully exceeding, industry standards. This review must consider the entire progression of a staff member and should examine turnover, exit planning and remuneration.



WE WILL EMPOWER OUR STAFF BY BUILDING THEIR CAPACITY.

Building capacity involves the creation of a model for staff development and progression. This model will see the production of individual staff development plans which will include opportunities for:

- o Targeted training for targeted roles,
- o Skill sharing and mentoring, and
- o Internal pathways for career advancement.



For our staff development model to be successful the targeted training provided within needs to be relevant, responsive, and continual. This will see us working with our staff, and observing client trends, to identify areas of need and sourcing appropriate training responses.



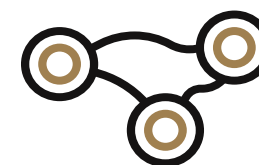


WE WILL COMMIT TO STRENGTH-BASED APPROACHES, AND THE PRIVILEGING OF COUNTRY, TO GROW A CULTURE FOCUSED ON STAFF WELLBEING.

To demonstrate our commitment to strength-based approaches we will co-Design a comprehensive internal wellbeing program with staff. Working to grow a culture that values staff support.

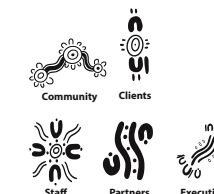


Privileging Country will frame a large part of our supportive culture. By exploring all opportunities for staff development, and whole of organisation gatherings, to occur on Country, we are moving towards better recognising our people and our place.



WE WILL PROVIDE CLARITY IN RELATION TO ROLES AND RESPONSIBILITIES AS A FOUNDATION FOR EXTERNAL RELATIONSHIP DEVELOPMENT.

Ensuring everyone related to our organisation is aware of the roles and responsibilities associated requires us developing an organisational chart that can inform all stakeholders in a transparent manner.



Providing clarity of roles and responsibilities internally involves us building on our improved staff development model to reframe how performance management is conducted. This will include a revision of our staff appraisal approaches and our progression and succession planning; tailoring these to align with staff development plans.





WE WILL COMMIT TO PROVIDING DESIGNATED SPACE FOR SERVICES TO STRENGTHEN OUR RELATIONS.

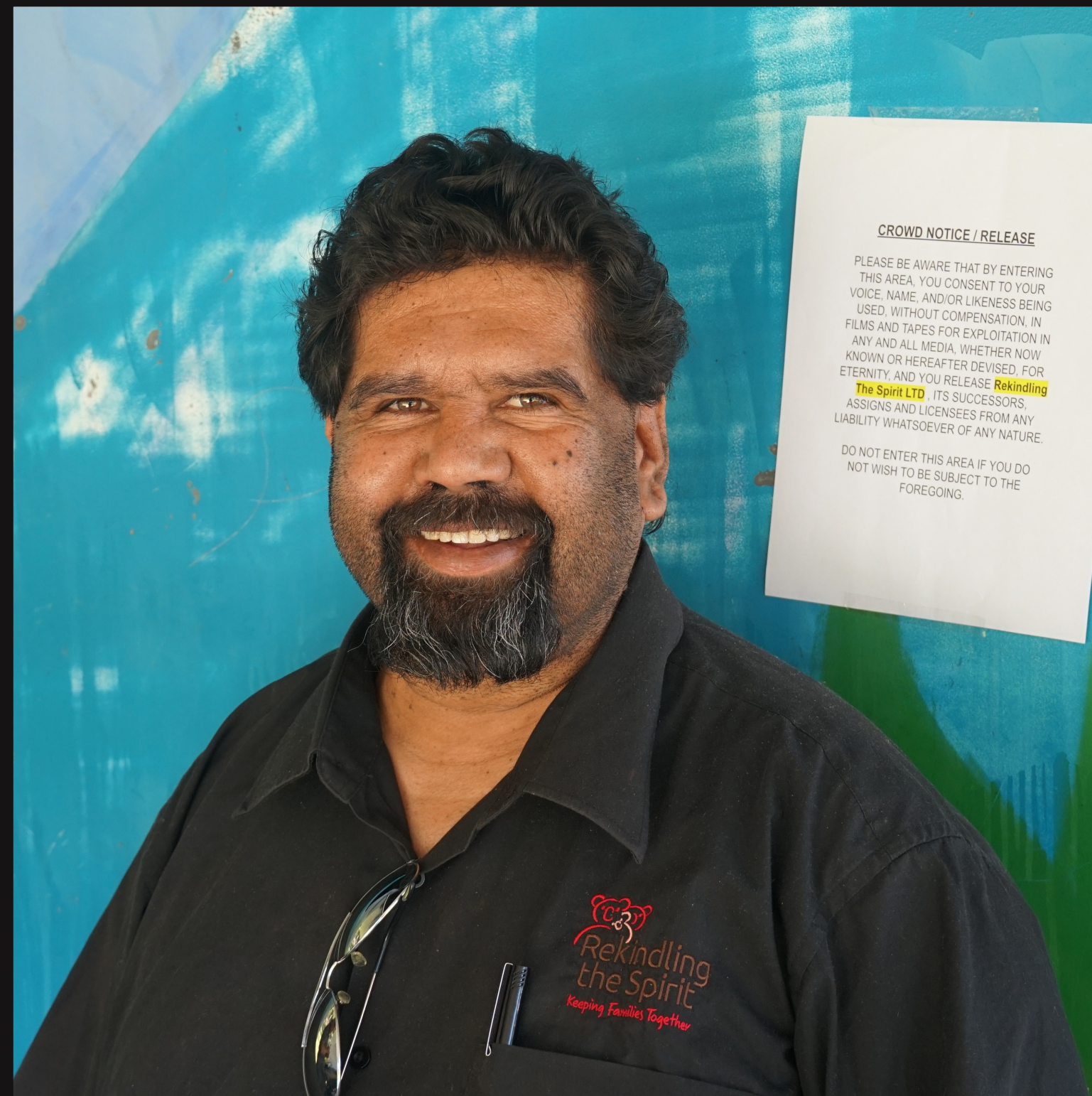
Strengthening our broader relationships requires building trust and, as such, we will redesign our workspaces to privilege the privacy of our clients.



Our staff will be supported to deliver place relevant programs as we will provide designated spaces for our programs. As a result, with all future programs, we will prioritise 'place' in our allocation of funding.

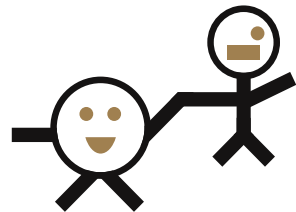


As we continue to strengthen the connections between our people and the broader community we will explore opportunities to develop, support and/or provide designated cultural spaces.



"WE WILL CONNECT THROUGH INTERACTION AND GROWTH."

2021 Staff Strategic Planning Contribution



WE WILL STRENGTHEN TEAM COHESION AS A FOUNDATION FOR EXTERNAL RELATIONSHIP DEVELOPMENT.

Working with staff to develop a platform for growth conversations will ensure that staff have an outlet to provide insights regarding opportunities for self-development and broader organisational growth.



As we endeavour to provide greater transparency in relation to roles we will provide more opportunities for structured team building within our organisation. Doing this will acknowledge our staff members unique experience of Rekindling the Spirit and, hopefully, with more structured and transparent check-ins, introductions, and connections across teams, we can address any perceived role related conflicts of interest.



With a strong team building model in place, we will extend this model to strengthen our intra-organisation relationships. This will serve as a guide for the types of co-operative relationships that we seek externally and allow us all to model, internally, the types of relationships we would expect with our external partners.





WE WILL INVITE AUTHENTIC COMMUNICATION TO ENGAGE OUR STAFF.

To promote authentic communication, as a driver of staff engagement, we will develop an organisation wide intra-communication framework to organise our internal communications. This will see us, in consultation with our staff, explore the types of uniform meeting agendas, internal digital communication platforms and communication modes (in-person or electronic) that best allow for clear and concise information transfer.

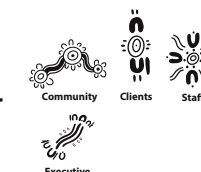


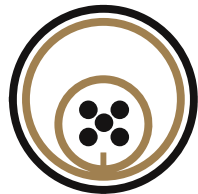
With formal models of authentic communication in place, we can increase opportunities for role relevant staff input and have an avenue for the impact of this input to be communicated. Additionally, these formal communications will see an increase in the opportunities for Board directions to be communicated to staff in a relevant and timely manner.



OUR COMMUNICATION WILL BE CLEAR AND CONSISTENT TO KEEP OUR STAFF INFORMED.

In developing a clear communication framework we will adopt an informative voice and tone as standard across our organisation. This will influence all of our communication, both internal and external, as we focus on providing a more transparent and consistent information exchange. Modelling this informative voice and tone, from the top down, will see us reconsidering the language used in our policy and procedures, newsletters, and team meetings; with a focus on always keeping those who connect with us informed about our actions and the rationale behind them.





OUR STAFF ENGAGEMENT WILL ALWAYS BE RELEVANT AND FOCUSED ON ENHANCING RELATIONS BETWEEN STAFF, ROLE, AND PROGRAMS.

Furthering our commitment to authentic communication we will extend our communication framework into our program design and delivery. This will see us place a greater focus on creating opportunities for clear communication of program progress across our organisation. This could take the form of formalised invitations to team meetings or the development of a uniform type of intra-organisational newsletter regarding programs.



As we reconsider our approach to inductions and orientations we will ensure that relevant programs, and any associated policies, will be included in a staff induction/ orientation. This will help link the staff member with their programs and enhance our staff's relations to roles from the point of recruitment.



To increase staff awareness of program offerings we are committing to greater internal marketing of programs, with a refined organisation program chart being developed as a starting point of this communication.



**"WE CONNECT THROUGH
COMMUNICATION."**

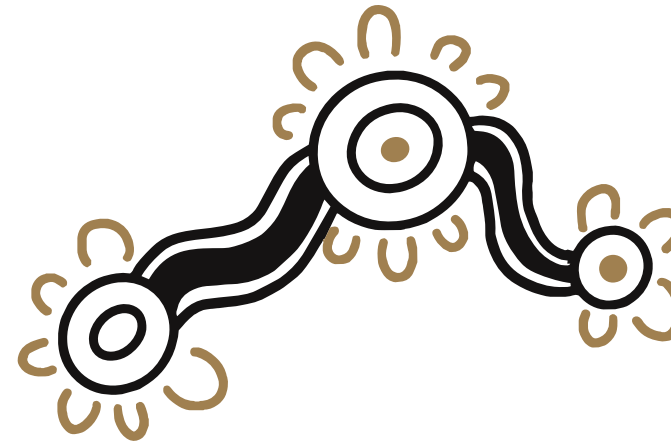
2021 Staff Strategic Planning Contribution

RESPECTED IN OUR COMMUNITY

We must work to always hold the respect of the community.

We listen respectfully to our community so we can assist our community. When we say we seek to be respected we acknowledge that this an outcome beyond our control; but we can connect with community in an authentic way. We can value the insights of community and acknowledge their guiding capacity. We are working to be responsive to community needs and if, in doing this, we garner respect from our community, then this is an affirmation that the work we are doing is proper. Respect is core to our strategic movement and will see us focusing on consolidating our growth and identifying potential areas for further growth in a more targeted manner; one that allows us to grow alongside our community.

WE SEEK RESPECT SO THAT OUR:

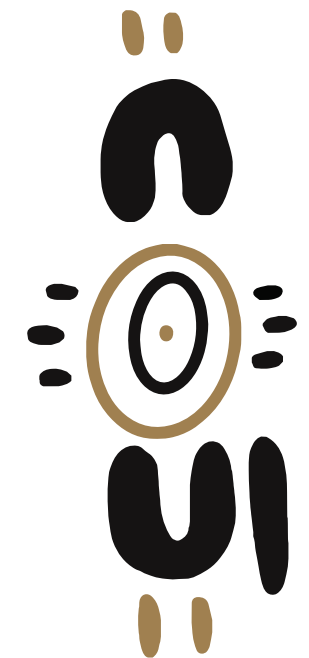


COMMUNITY

Knows that we value the knowledge they hold and that we are always accountable to them.

CLIENTS

Can trust us to support them in their health and wellbeing journey.





STAFF

Can become a valued part of our community.

PARTNERS

Can recognise our capacity to grow relationships.



EXECUTIVES

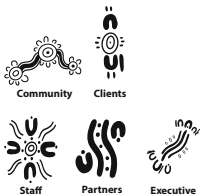
Can feel confident in our direction.

OUR COMMITMENT TO RESPECT MEANS THAT:



WE WILL GROW OUR SPACE TO BETTER ACCOMMODATE COMMUNITY.

Our commitment to community will be visible as we will explore options for a purpose-built facility that can house all of our services, provide space for wide-ranging community activities, and include designated spaces for programs.





WE WILL TARGET OUR AREAS OF GROWTH TO PROVIDE ORGANISATIONAL CLARITY FOR COMMUNITY.

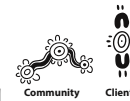
To ensure that community has clarity with regards to continuing and future programs, and are not burdened by incessant engagement, we must first, internally, consolidate current service areas (such as ITC, youth, health, medical service) and then explore potential areas for growth (which could include NDIS and aged care).



"CARE IS ENSURING OUR MOB IS SUPPORTED."

2021 Staff Strategic Planning Contribution

With appropriate input from community we will increase our health promotion offerings with a view towards offering more targeted youth and Elder programs. This will likely place a greater focus on education and prevention.

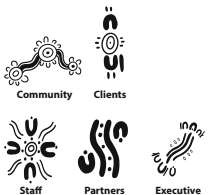


Supporting growth means committing to our growth conversation platform. This will support, and drive, our internal staff consultations relating to potential areas of coherent growth. From this, opportunities for inter-program presentations, and stronger program links, will optimise any future community engagements.



WE WILL GROW OUR COMMUNICATIVE CAPACITY TO KEEP OUR COMMUNITY INFORMED.

Clarity of external communication is essential for us in strengthening our community relationships. To achieve this we will establish a dedicated marketing and promotion department. This department will be responsible for all internal and outbound communication and will ensure our informative voice and tone is consistently applied across all of our branded communications.





WE WILL PRIVILEGE COMMUNITY ENGAGEMENT TO ENSURE SERVICE RELEVANCE AND STRENGTHEN OUR COMMUNITY RELATIONS.

Privileging community engagement requires us to create a responsive and flexible engagement model, guided by our principles, to listen to community and strengthen community voice. Through this principled model we can begin to work with community to develop proper, organisation wide, protocols for community engagement.



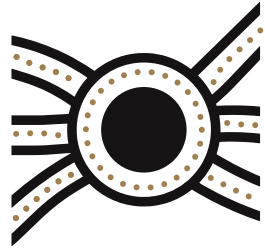
Strengthening our community relations will also see us review our current approaches to community engagement (i.e. CAC) with an intent to expand the scope and scale of our broader community consultations. We will have a renewed commitment to attending, or hosting more, community events, connections, involvements, and interactions.



OUR TRANSPARENT COMMUNICATION WILL EXTEND BEYOND THE ORGANISATION TO KEEP OUR COMMUNITIES INFORMED.

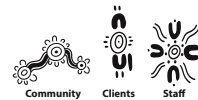
Keeping community informed means prioritising our community communication. This will ensure that our community is alerted prior to any large-scale information dissemination. This not only ensures that our community is not blindsided, with regards to movements in our service, but it also further demonstrates our active privileging of community input; as we will also welcome community feedback in this communication.



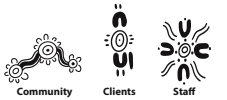


WE WILL BE AWARE OF OUR ENGAGEMENTS AND HOW THEY ARE PERCEIVED TO MAINTAIN REPUTATIONAL STANDING.

We are working for the benefit of community and not for ourselves. As such, when working with community, we will ensure that our engagements are targeted and necessary. Our driving focus, to strengthen community health and wellbeing, means that our priority is the community and not necessarily a defined outcome. So, any increases in time and engagement will be linked to a tangible community benefit and this link will be appropriately communicated back. This will ensure that our driving community focus is always perceivably demonstrated. To this end, all of our community facing outcomes will be reasonably assessed against the demand they place upon community.



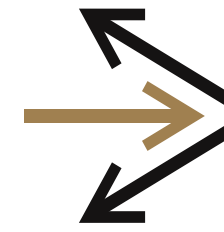
We will increase the visibility of our services by providing flexibility for staff; making it easier to work in, and with, community. However this increased visibility will be considered and will not equate to unnecessary demands being placed on community in terms of time and engagement.



We will review our external contractor arrangements with a view to determining an internal and external guide for interactions and the sharing of information.



“WE ENGAGE TO BUILD STRONG RELATIONSHIPS AND TRUST.”



WE WILL IMPLEMENT A COORDINATED APPROACH FOR SERVICE DELIVERY TO ENHANCE COMMUNITY HEALTH AND WELLBEING.

Better co-ordinating our approaches will see us developing better ways to understand how our community is engaging with us. This will see us developing a clearer picture of client interactions with services through the reframing of our database and data sets. Not only does this create a clearer client monitoring model, providing valuable insights into our future program design and planning, but it also supports the development of more refined client progression and care plans.





WE WILL BE ACCOUNTABLE FOR OUR ACTIONS TO STRENGTHEN OUR COMMUNITY RELATIONS.

Demonstrating accountability in our review and reporting phases is essential for building trusting relationships with community. By reviewing current proposal models we can ensure that they are amended to provide transparency regarding decision making. However, this accountability is not just about providing reports to community. Instead, it is about privileging considerations regarding community accessibility within the very design of any project. This ensures that reporting is seen as a valuable and responsible part of any process.

In addition, any future project planning will also have our internal policy and procedure communication integrated into it. This is so that we can remain accountable to our standards across the continuum of any project.

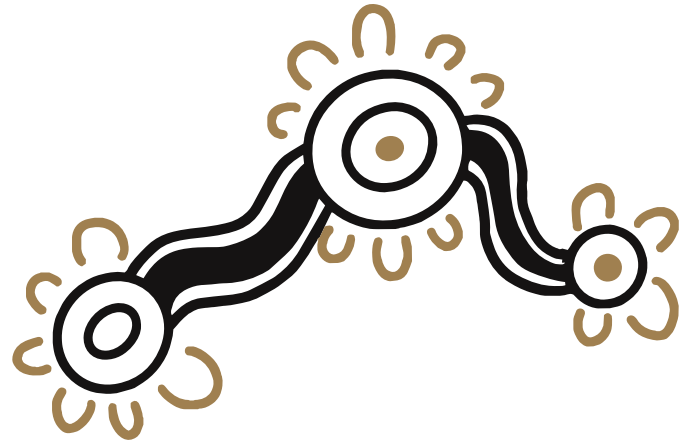


EMPOWERED BY OUR PROGRAMS

We empower through our programs to support mob.

Through our programs we want to find our fit so we can support the empowerment of all things. We recognise the living culture that exists within community and seek to position our programs to connect to this culture in responsive and respectful ways. This is about recognising the knowledge that exists in community and, through our programs, generating shared knowledge that can bring emergent strength through working together. We position our programs to empower, and this sees us focusing on assessing our current program performance and working to improve our future program design and delivery.

WE EMPOWER SO THAT OUR:

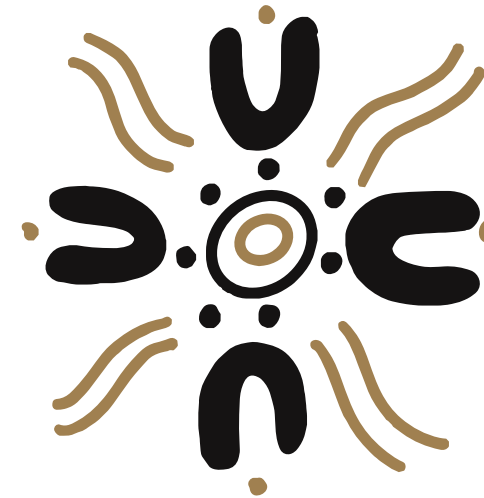
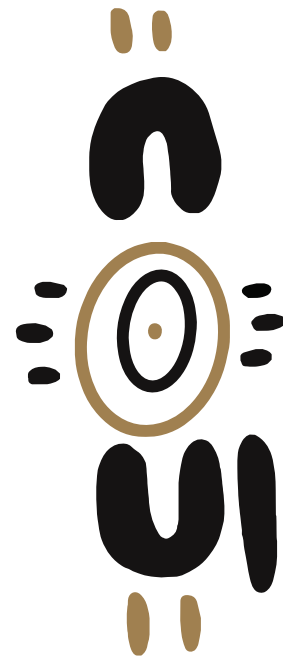


COMMUNITY

Can sustain it's health and wellbeing.

CLIENTS

Can be supported to empower themselves.



STAFF

Can know where they fit and act accordingly.

PARTNERS

Can see our intent, expressed through actions, and identify where they can fit.

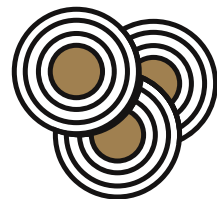


EXECUTIVES

Can lead by example.

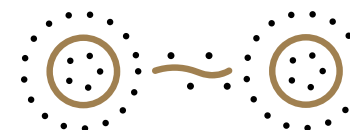


OUR COMMITMENT TO EMPOWERMENT MEANS THAT:



WE WILL PROMOTE OUR PROGRAMS TO KEEP OUR COMMUNITIES INFORMED.

As part of our broader communication framework we must identify, and use, relevant platforms for consistent, informative, and aligned promotion of our programs; with our program promotion becoming more purposeful and targeted according to audience. This will mean, depending on the program and its identified audience, a variety of channels could be engaged, be they interagency networks, our partners or across social media. In the context of social media, to ensure alignment with the communication framework, these channels should be appropriately identified as being from Rekindling the Spirit. This will avoid confusion and maintain clarity.



WE WILL STRENGTHEN PROGRAM COHESION ACROSS THE ORGANISATION TO MAINTAIN DIRECTIONAL CLARITY.

Maintaining overall program cohesion requires periods of defined review. To ensure these reviews are appropriate we must assess our current review and reporting frameworks, policies, and procedures, with the intent of aligning our program reporting into a uniform approach.

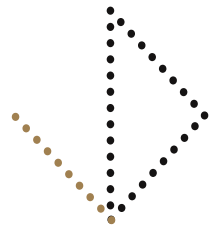


This review will be supported by the establishment of an organisation wide program review committee who will oversee this process.



As an extension of our program review we will also commit to periodically reviewing our places to assess their capacity to hold programs.



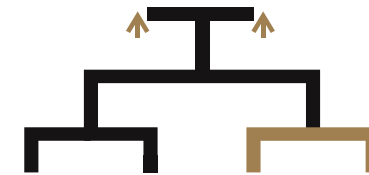


WE WILL CREATE OPPORTUNITIES TO INCREASE ENGAGEMENT WITH OUR PROGRAMS.

Creating opportunities for increased engagement is not about increasing the demands placed on our clients. Rather we demonstrate this by providing space for consistent client interaction. It is about creating, and communicating, clear schedules for interaction whereby space is held for potential engagements.



Not only will we seek to increase engagement but we will also explore ways to reveal previously undervalued engagement data. This will see us exploring alternative impact assessment models that can align with current reporting requirements; allowing for programs to incorporate greater opportunities to report on impacts within pre-existing frames of operation.



WE WILL DEVELOP A SYSTEM TO ASSESS PROGRAM PERFORMANCE TO MAINTAIN META RELEVANCE.

Committing to developing a uniform system of assessment for programs will see us first developing a set of organisational standards. These standards, heavily informed by our principles, will set out the level of expectation we have for our organisation and will be crucial in actioning much of this strategy.



With our organisation standards defined we can develop a complimentary set of program standards. These will detail how we expect our programs to remain accountable to our internal standards; with individual programs being assessed against these. It is hoped that our internal expectations will go beyond those determined by program relevant funding bodies.





WE WILL KNOW OUR FIT TO OPTIMISE PROGRAM DESIGN.

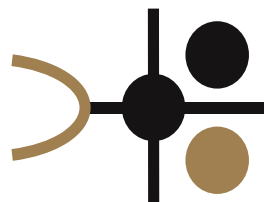
Knowing our fit requires us undertaking an audit of the current funding landscape. In doing this we can determine what funds are available, what we can deliver and what other services can deliver, so as to better position ourselves in the sector and provide reasonable expectations to our stakeholders.

As part of our broader engagement process we will also develop an approach to ongoing needs assessment so that we will always know what community deems as required services.



"THERE IS A RESPONSIBILITY AND PRIDE IN ADVOCATING FOR OUR CLIENTS."

2021 Staff Strategic Planning Contribution



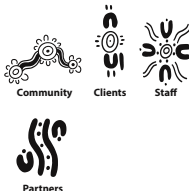
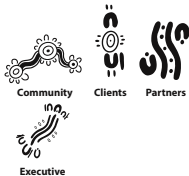
WE WILL CONSIDER SCOPE AND SCALE TO OPTIMISE PROGRAM DESIGN.

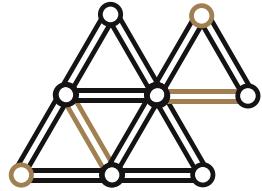
Optimising our program design will see us becoming advocates, within the system, for the expectations of our stakeholders. As advocates we will commit to exploring alternate funding opportunities according to our principles and community engagements.



Our view of optimisation will be heavily focused on considerations of scale. We want to improve programs by growing their footprint and reach as opposed to diluting or confusing their intent. In this, we will undertake a review of all current programs to determine possible improvements relating to scale and not scope. This will include considerations regarding funding allocation to ensure, for program clarity, that any avenues for funding growth remain largely in scope.

All future programs will embed considerations of scope and scale into their design; ensuring that contingencies for growth or rationalising are incorporated.





WE WILL PARTNER FOR A PURPOSE AS OUR PROGRAMS WILL LEAD OUR PLACE AND SPACE BASED DECISION MAKING.

Our partnerships will be driven by the intent of our programs. To ensure that we partner for a purpose we will undertake a review of current partners according to programs. This review will see us assess our partner efficacy and will inform a more targeted approach to identifying future partners.



Our programs will always be run in places and spaces that can support their intent. To safeguard this, we will strengthen partnerships across the sector to provide greater options for program relevant places and spaces.



CONNECT. RESPECT. EMPOWER.

Operational Plan


**Rekindling
the Spirit**
Empowering Health
and Wellbeing

**"WE CONNECT
HERE, EVERYWHERE,
WHEREVER NEEDED,
IN SPACE, IN SELF,
IN SPACE BETWEEN
SELVES."**

2021 Staff Strategic Planning Contribution

66	Where we are moving towards	100-101	Visibility
67-69	How to read this plan	102-103	Coordinated services
70-71	Recruitment	104-105	Accountability
72-73	Organisational structure	106-107	Targeted promotion
74-75	Staff development	108-109	Program assessment
76-77	Staff wellbeing	110-111	Program engagement
78-79	Roles and responsibilities	112-113	Standards
80-81	Designated spaces	114-115	Expectations
82-83	Team building	116-117	Scope and scale
84-85	Internal communication	117-118	Partnerships
86-87	Voice and tone		
88-89	Staff awareness		
90-91	Purpose-built facility		
92-93	Areas of growth		
94-95	Marketing and promotion		
96-97	Community engagement		
98-99	Informing community		

CONTENTS

WHERE WE ARE MOVING TOWARDS

Where the Strategic Movement details our commitment to 'Connect. Respect. Empower.' this Operational Plan provides clarity and certainty regarding its actioning. Detailing the scope and scale of the delivery, this plan explores how each commitment will be enacted, when we expect this, by whom, who it will impact and what principles its actioning demonstrates.

With twenty-five (25) distinct commitments, each containing several associated actions, this plan is comprehensive and complex. To simplify the plan, we have presented each commitment as a distinct direction.

This allows for flexibility in delivery as we recognise that the practical application of this strategy will see many movements occurring at once.

As that many of the commitments in this plan are related, we have utilised an icon system, designed by our staff, to identify each commitment. Not only do these visual reflect the spirit of the co-Design process which created each commitment, but their use creates a system that helps you to navigate this document and identify related commitments.

These icons occupy an entire page opposite their associated commitment and, for commitments that require other commitment actions to support their delivery, this main icon will be accompanied by smaller icons. So, when engaging with a specific commitment that has relations, you simply search the for a main icon that corresponds with a given smaller icon.

HOW TO READ THIS PLAN

EXAMPLE



PRINCIPLES



RELATIONS



To demonstrate who each commitment impacts, and how each commitment demonstrates specific principles, we have included these icons, where relevant, in each commitment description page.



WHAT NEEDS TO BE DONE

Develop a targeted recruitment strategy. A guiding framework that can work to create clear indicators to identify quality targeted recruits for clearly defined roles. In addition, all new recruits will require purposeful, role relevant, induction and orientation.

WHAT WE WILL DO

- 1.1** Develop a targeted recruitment strategy that focuses on creating indicators for quality recruits.
- 1.2** Review and better define role descriptions to make them more distinct.
- 1.3** Review current induction and orientation procedures.
- 1.4** Adapt and align induction and orientation to correspond to relevant roles within the organisation.

1. RECRUITMENT

We will recruit for a purpose.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



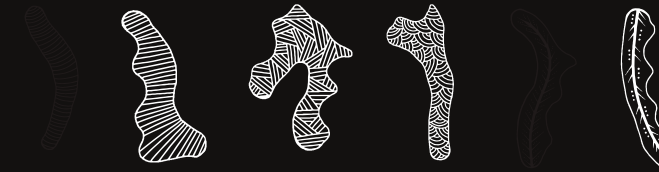
WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Number of applicants with relevant qualifications.
- Number of qualified recruits.





2. ORGANISATIONAL STRUCTURE

We will be the workplace of choice for our staff, who will be proud to work for our organisation.

WHAT NEEDS TO BE DONE

Commit to assessing, yearly, our organisational structure (roles, responsibilities, team sizes etc) in relation to industry standards.

WHAT WE WILL DO

2.1 Undertake an annual review of organisational structure to ensure current operations are in line with industry expectations.

2.2 Examine staff turnover rates, approaches to exit planning and remuneration packages to ensure that these align with sector relevant standards.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

2.1, 2.2	2.1, 2.2	2.1, 2.2	2.1, 2.2	2.1, 2.2
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Board
Executive management

HOW WE WILL MEASURE SUCCESS

• Staff turnover rates



3. STAFF DEVELOPMENT

We will empower our staff by building their capacity.

WHAT NEEDS TO BE DONE

Create a staff development model; with development plan template. The template must focus on supporting the broader career development of the staff member and include identified opportunities for relevant training, possibilities for skill sharing and mentoring, and outline clear pathways for career advancement. This must be supported by the development of a feedback mechanism for staff and clients.

WHAT WE WILL DO

3.1 Develop a template for staff development planning which will outline the model for staff development.

3.2 Develop a mechanism to source feedback from clients and staff regarding engagement trends.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



WHO WILL LEAD THIS

Executive Management

HOW WE WILL MEASURE SUCCESS

• Staff progression



4. STAFF WELLBEING

We will commit to strength-based approaches, and the privileging of Country, to grow a culture focused on staff wellbeing.

WHAT NEEDS TO BE DONE

Co-Design, with staff, a comprehensive wellbeing program for staff. Support this development by privileging considerations of Country in development planning.

WHAT WE WILL DO

- 4.1 Co-Design a comprehensive wellbeing program.
- 4.2 Ensure that on Country options are explored whenever the hosting of a development event is organised.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

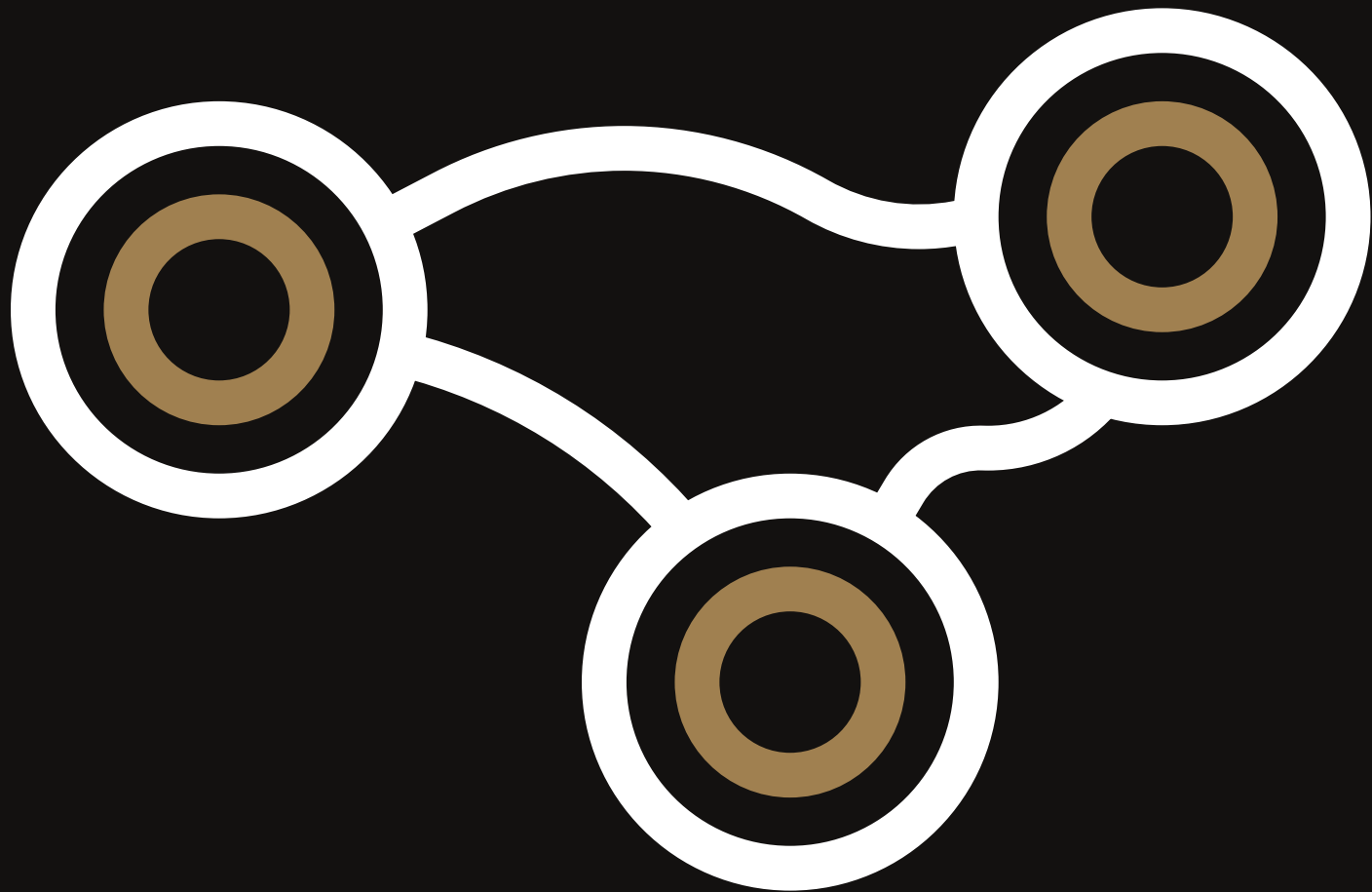
4.1, 4.2	4.2	4.2	4.2	4.2
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Overall staff satisfaction



WHAT NEEDS TO BE DONE

Establish clarity regarding staff roles and responsibilities. Have this renewed clarity inform the framing of staff appraisal and succession planning.

WHAT WE WILL DO

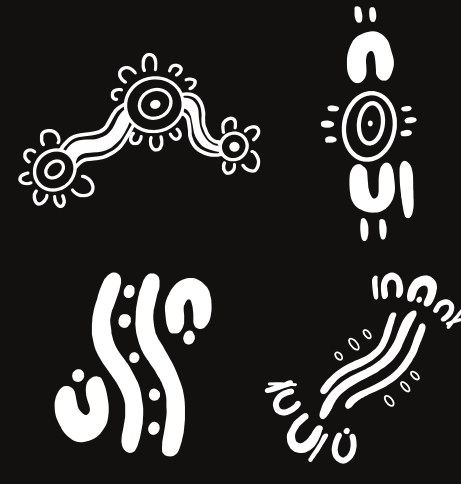
5.1 Develop an organisational chart that clearly communicates to the varied stakeholder's the organisation roles and responsibilities, with clear linkages to programs.

5.2 Build upon the staff development template to include guidelines for its use, focusing on detailing appropriate approaches to staff appraisal and including role succession planning into the plan.

5. ROLES AND RESPONSIBILITIES

We will provide clarity in relation to roles and responsibility as a foundation for external relationship development.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

5.1, 5.2	5.1, 5.2			
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

• Staff progression

6. DESIGNATED SPACES

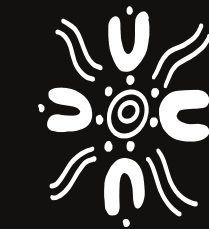
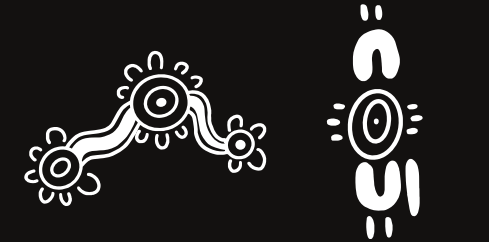
We will commit to providing designated space for services to strengthen our relations.



WHAT NEEDS TO BE DONE

Review all current workspaces to assess their appropriateness against a set criterion that should consider client privacy, relevance to programs and cultural appropriateness.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

6.1, 6.2, 6.3	6.2, 6.3	6.2, 6.3		
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management
Relevant staff

HOW WE WILL MEASURE SUCCESS

• Client engagement

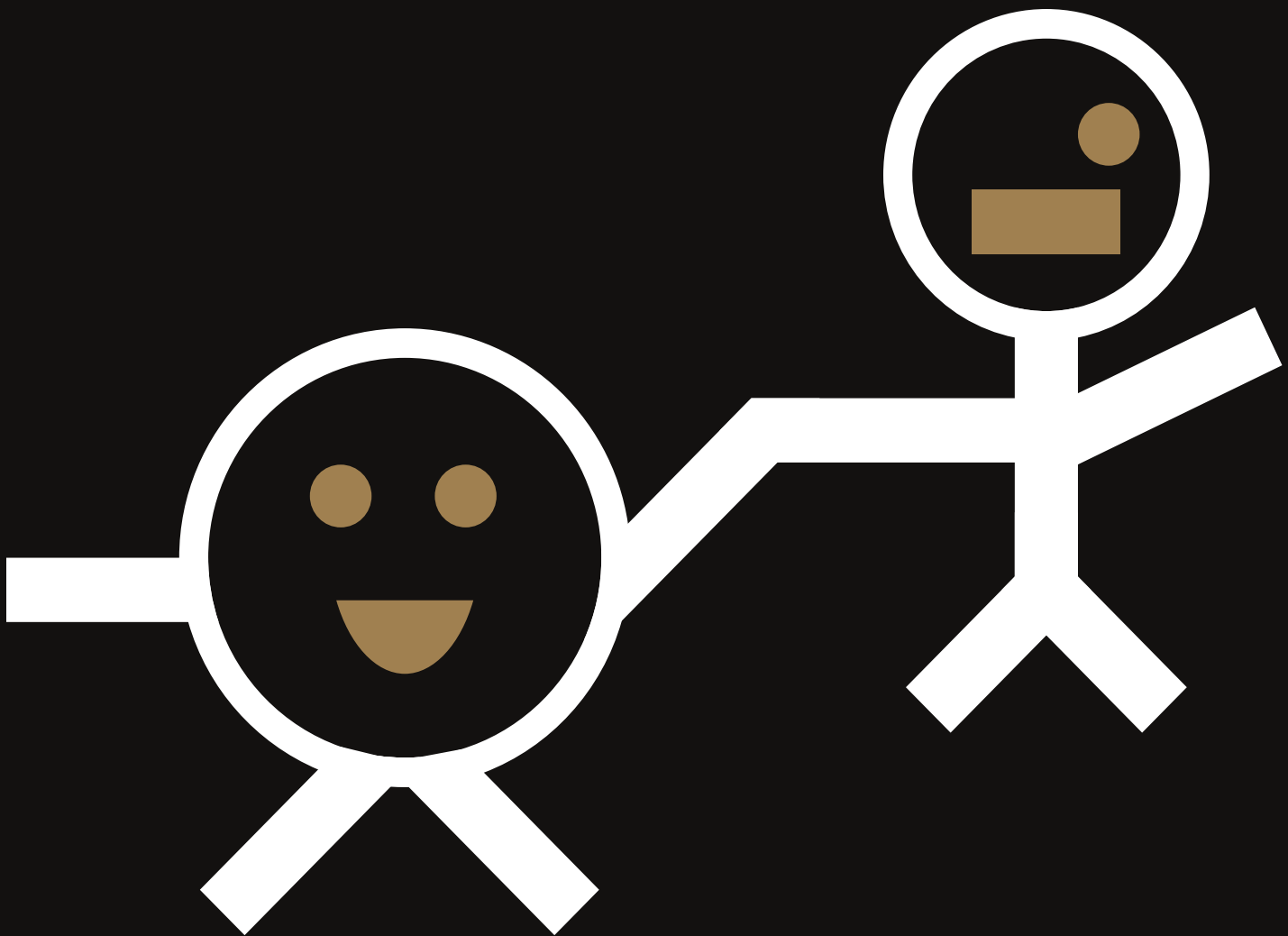
WHAT WE WILL DO

6.1 Review, assess and redesign workspaces to ensure client privacy.

6.2 Identify, review, and assess potential cultural spaces of relevance locally. Work with community to support or develop these spaces with a view to hosting designated spaces.

6.3 Prioritise designated program spaces by ensuring that all future program proposals are written with a consideration of place, and that funding is noticeably allocated to provide program relevant places.





WHAT NEEDS TO BE DONE

Develop a unified approach to organisational relationships. Have this serve as a guide for internal and external relationships and make sure that it provides details on structured initiatives for team building.

WHAT WE WILL DO

7.1 Develop a model for team building that sets about our approach for co-operative relationships; using this approach to inform our decision making regarding appropriate external partners.

7.2 Develop a feedback mechanism to support staff to have growth conversations.

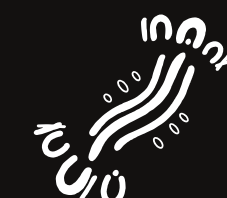
7.3 Provide group focused staff development aimed at team building.

7.4 Support greater team building by providing structured opportunities within daily practice for group engagement. This could take the form of team check ins, weekly introductions and/or opportunities for connections across teams.

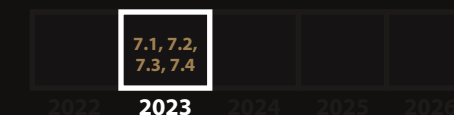
7. TEAM BUILDING

We will strengthen team cohesion as a foundation for external relationship development.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Staff progression
- Overall staff satisfaction
- Team turnover rates
- Partner engagement



WHAT NEEDS TO BE DONE

Develop an internal staff communication framework that formalises staff input and feedback and identifies preferred channels for directive communication.

WHAT WE WILL DO

8.1 Work with staff to develop a uniform meeting agenda model.

8.2 Work with staff to identify preferred digital and in-person communication modes.

8.3 Provide scope within formal communications for Board directions to be integrated.

8. INTERNAL COMMUNICATION

We will invite authentic communication to engage our staff.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Overall staff satisfaction
- Staff engagement



WHAT NEEDS TO BE DONE

Adopt an informative voice and tone for all organisational communication.

WHAT WE WILL DO

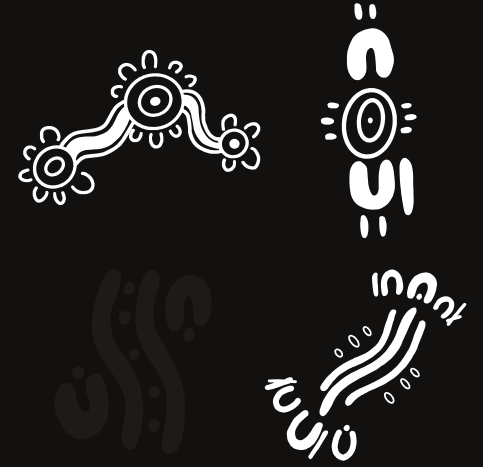
9.1 Review the language used in our policy and procedures, newsletters, and team meetings and adapt it to be more informative.

9.2 Reframe all of our language to be less discipline specific, with less acronyms and jargon, and have the links between our actions and our rationale made clear.

9. VOICE AND TONE

Our communication will be clear and consistent to keep our staff informed.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

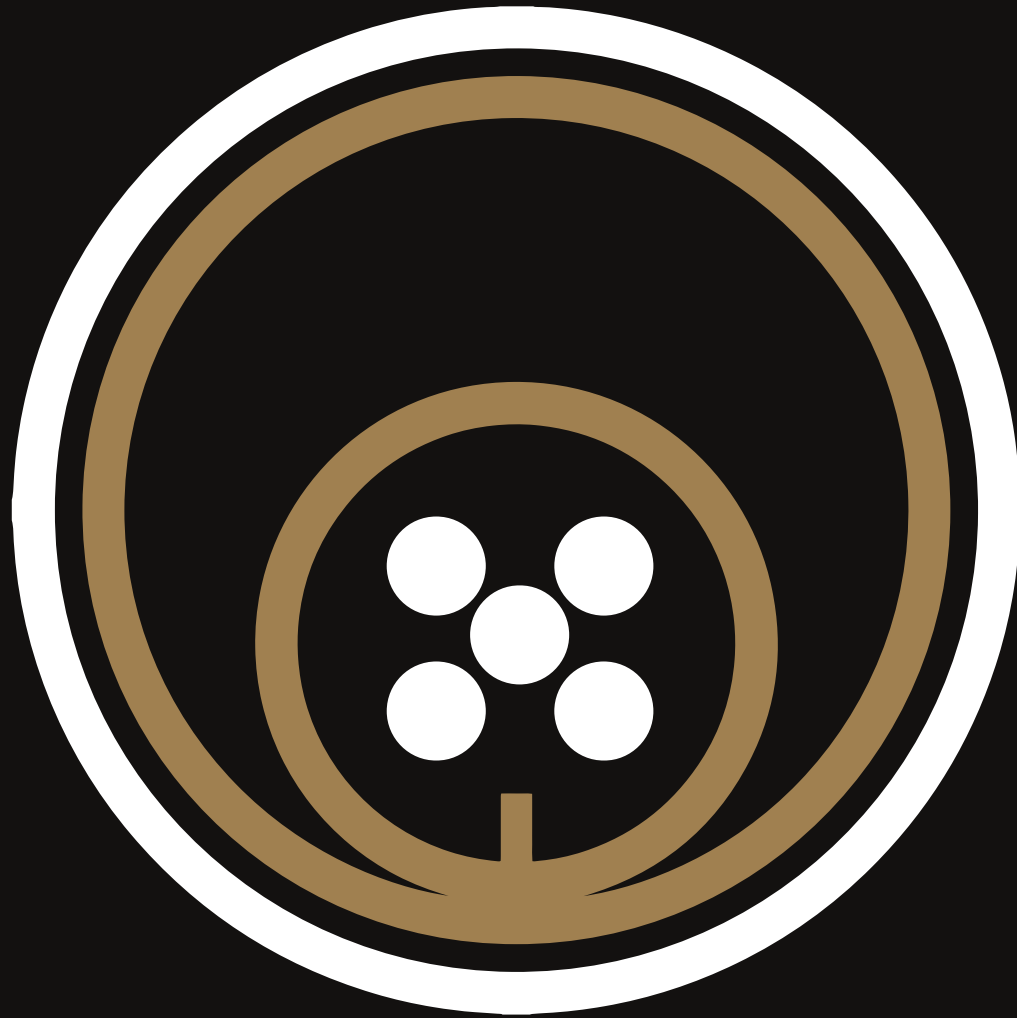
9.1	9.2			
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management
Relevant staff

HOW WE WILL MEASURE SUCCESS

• Staff engagement



WHAT NEEDS TO BE DONE

Increase staff awareness of programs by increasing the visibility of programs, and their associated staff, within the organisation.

WHAT WE WILL DO

10.1 Adapt our approach to program design to include explicit reference to how aspects of program delivery will be communicated, and through what channels, within our broader communication framework.

10.2 Ensure that our role specific orientation will include detailing of role relevant programs and associated policies.

10.3 Increase internal marketing of programs.

10.4 Develop an organisation wide programs chart detailing all the program offerings and their associated staff members.

10. STAFF AWARENESS

Our staff engagement will always be relevant and focused on enhancing relations between staff, role, and programs.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

10.2	10.1, 10.4	10.3		
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management
Relevant staff

HOW WE WILL MEASURE SUCCESS

• Staff engagement



WHAT NEEDS TO BE DONE

Explore options for a purpose-built facility that can house all of our services under one roof and provide space for community activities.

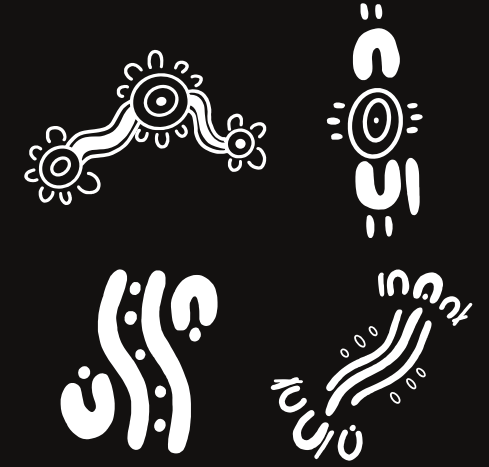
WHAT WE WILL DO

11.1 Review options for funding to build a purpose-built facility.

11. PURPOSE-BUILT FACILITY

We will grow our space to better accommodate community.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

			11.1	11.1
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Board
Executive management

HOW WE WILL MEASURE SUCCESS

• Funding



WHAT NEEDS TO BE DONE

Staff and community need to be appropriately engaged to identify areas of potential service growth that can then be explored.

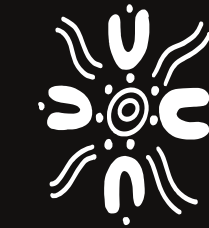
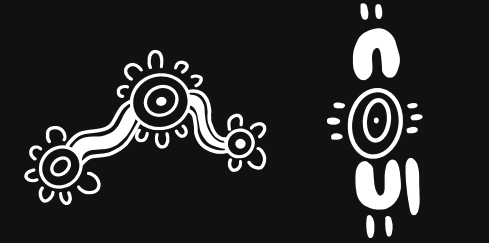
WHAT WE WILL DO

- 12.1** Consolidate current service offerings.
- 12.2** Work with community to increase health promotion offerings, focusing on education and prevention.
- 12.3** Work with staff, in the context of current service offerings, to identify potential areas of service growth, either through expansion, greater collaboration or through new opportunities.

12. AREAS OF GROWTH

We will target our areas of growth to provide organisational clarity for community.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



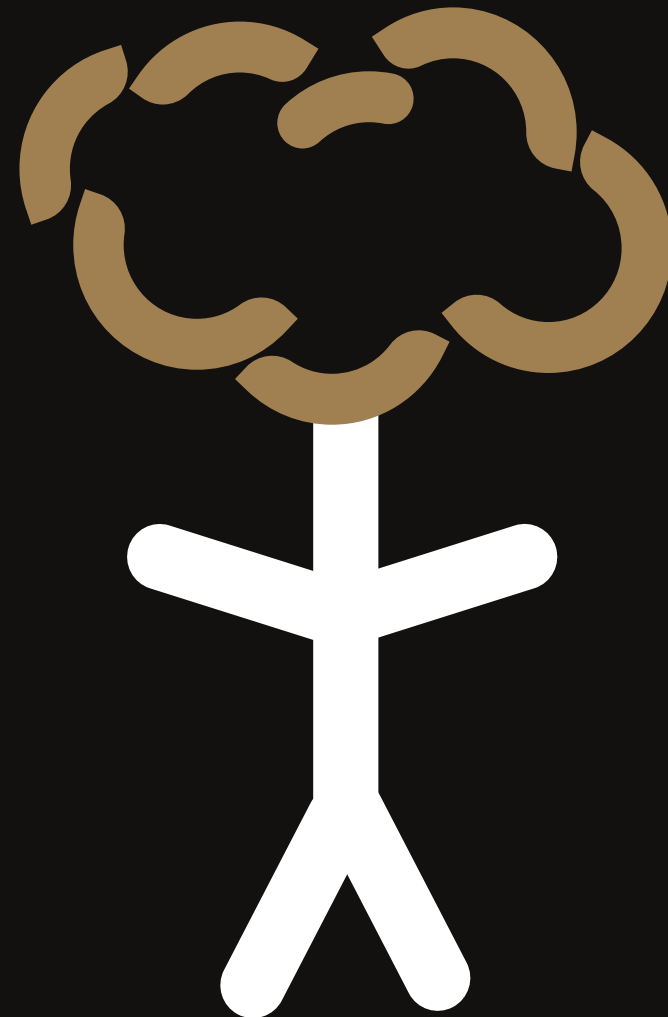
12.1, 12.3	12.1, 12.2	12.2		
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Service engagement
- Funding



13. MARKETING AND PROMOTION

We will grow our communicative capacity to keep our community informed.

WHAT NEEDS TO BE DONE

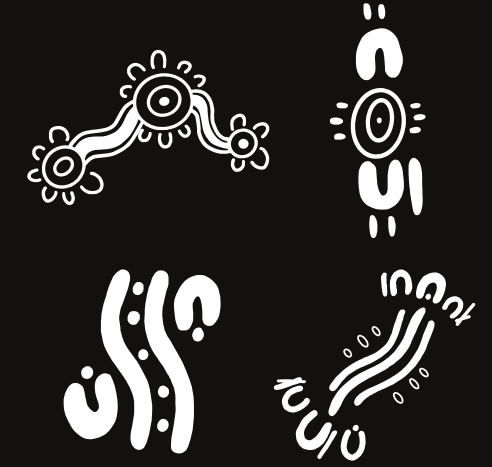
A consistent application of the communication framework needs to be applied across the organisation and, given current capacity, this would be best supported by the establishment of a dedicated, whole of organisation, marketing and promotion department.

WHAT WE WILL DO

13.1 Work to establish a dedicated marketing department by first creating, and externally advertising for, a marketing position within the organisation.

13.2 Grow this department so it has the capacity, with staff and resources, to service the whole of organisation and ensure the communication framework is being consistently applied.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Existence of position
- Existence of department



14. COMMUNITY ENGAGEMENT

We will privilege community engagement to ensure service relevance and strengthen our community relations.

WHAT NEEDS TO BE DONE

Create a responsive and flexible engagement model, guided by our principles, to listen to community and strengthen community voice.

WHAT WE WILL DO

14.1 Develop proper, organisation wide, protocols for community engagement.

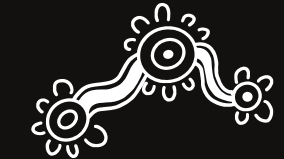
14.2 Review our current approaches to community engagement (i.e., CAC) with the intent to expand the scope and scale of our broader community consultations.

14.3 Host more community events.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



14.2	14.1, 14.2	14.3	14.3	14.3
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Board
Executive management

HOW WE WILL MEASURE SUCCESS

• Community engagement



WHAT NEEDS TO BE DONE

Commit to informing community, through appropriate channels, prior to any large-scale information dissemination.

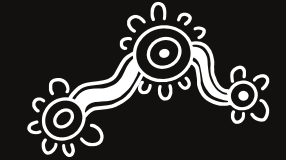
WHAT WE WILL DO

15.1 Develop an approach to community communication that allows for quick updates/alerts to be disseminated to community stakeholders prior to sending information out to the general public.

15. INFORMING COMMUNITY

Our transparent communication will extend beyond the organisation to keep our communities informed.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

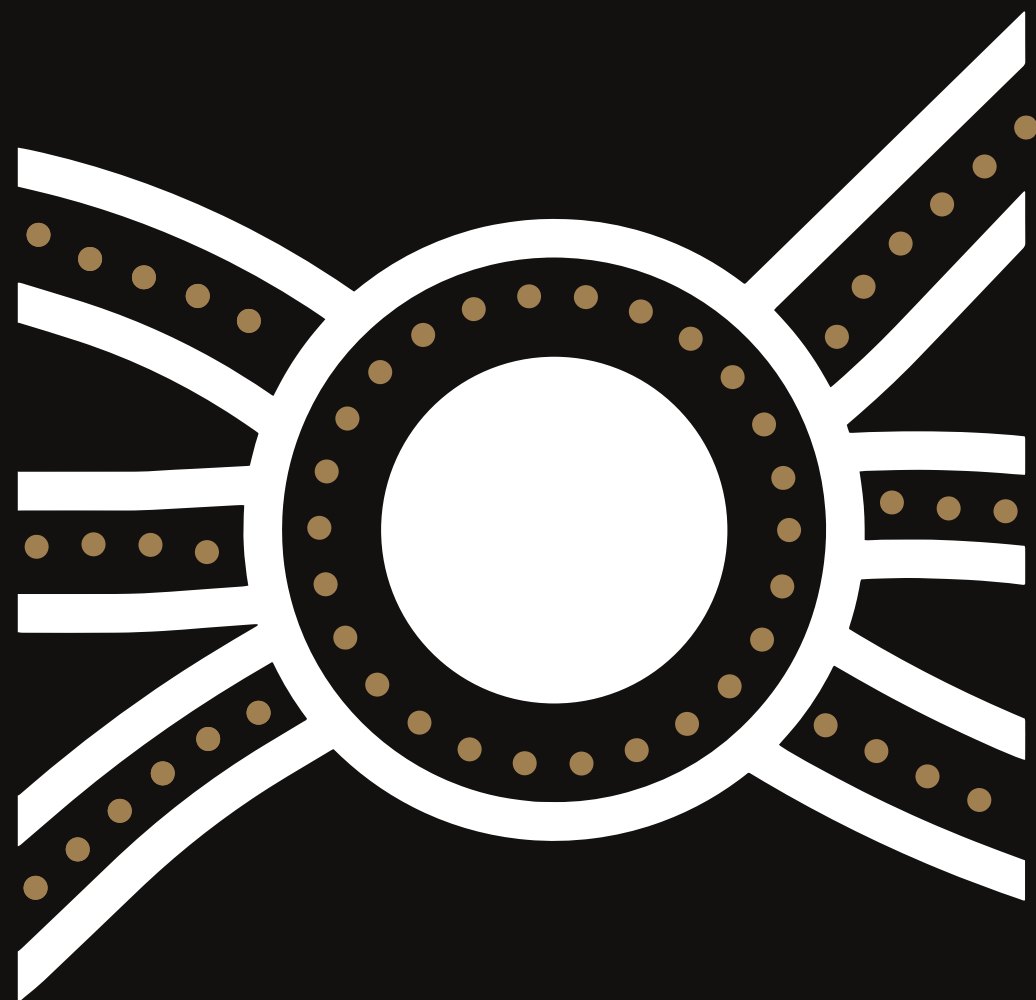


WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Community engagement
- Community satisfaction



WHAT NEEDS TO BE DONE

Increase visibility for our services without placing unnecessary demands on community in terms of time and engagement.

WHAT WE WILL DO

16.1 Establish a straightforward review process to detail the level of community engagement experienced within programs and use this to assess the need for further community demands in meeting program outcome requirements.

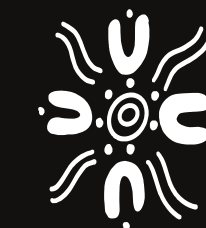
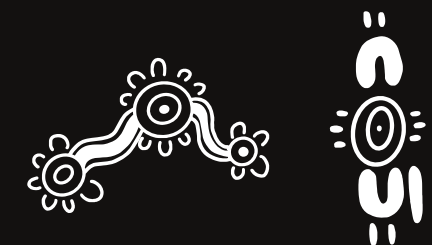
16.2 Provide flexibility for staff, with both time and tools, to make it easier for them to work in and with community.

16.3 Review external contractor arrangements to determine an internal and external guide for interactions and information sharing.

16. VISIBILITY

We will be aware of our engagements, and how they are perceived, to maintain reputational standing.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

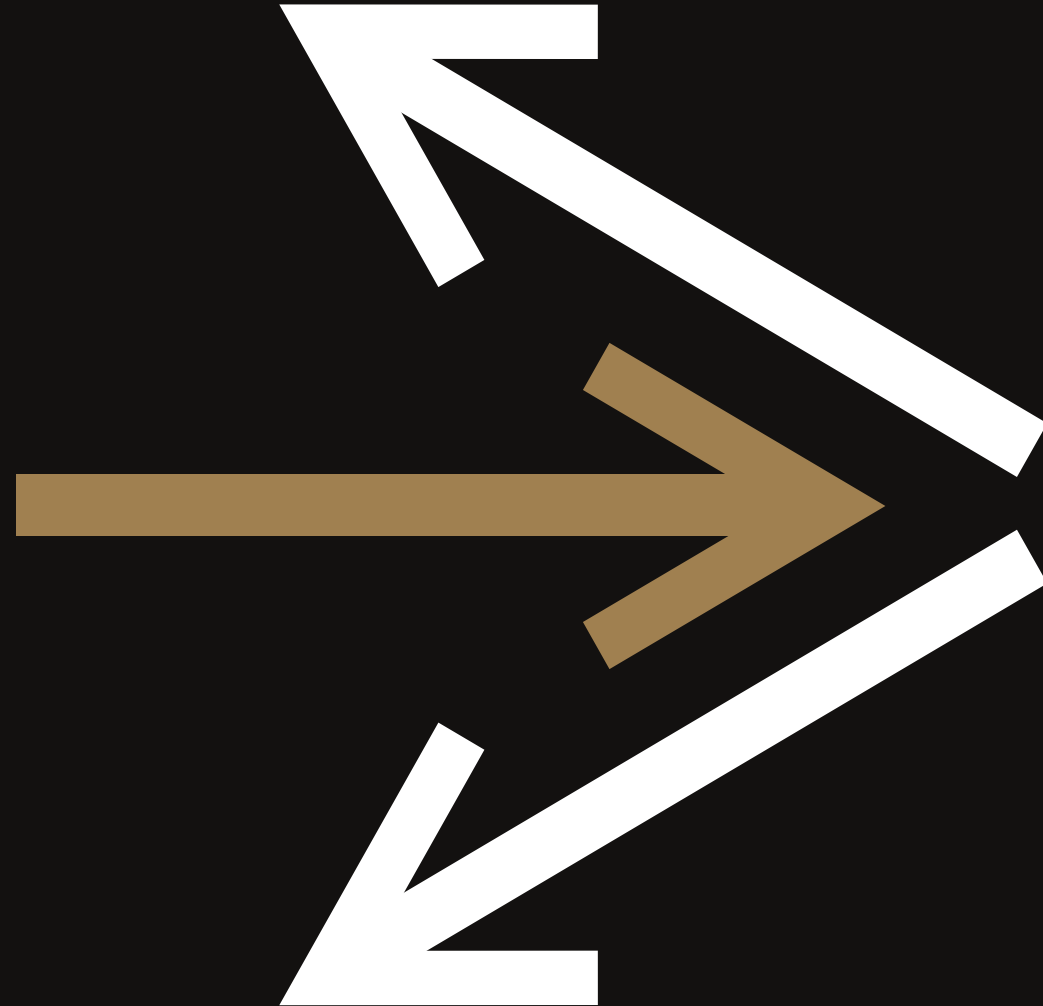


WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

- Community engagement
- Partner engagement



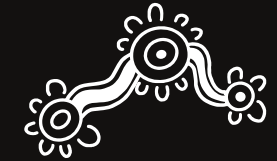
17. COORDINATED SERVICES

We will implement a coordinated approach for service delivery to enhance community health and wellbeing.

WHAT NEEDS TO BE DONE

Improve client interaction data gathering and framing.

WHO THIS WILL IMPACT



WHAT WE WILL DO

17.1 Reframe our database and data sets to focus on tracking client interactions with the service, focusing on key touchpoints relevant to each service.

17.2 Use reframed data to develop more refined client progression and care plans.

WHEN THIS WILL BE DONE

17.1	17.1	17.1	17.2	
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management

HOW WE WILL MEASURE SUCCESS

• Client engagement



18. ACCOUNTABILITY

We will be accountable for our actions to strengthen our community relations.

WHAT NEEDS TO BE DONE

Refine our reporting to align with our voice and tone and then improve community accessibility to this reporting.

WHAT WE WILL DO

18.1 Review current reporting methods, and outcomes, and assess their language accessibility to community.

18.2 Develop reporting standards that align with the organisations voice and tone.

18.3 Integrate considerations for internal policy and procedure communication, and accessible reporting approaches, into the design of all future program proposals and subsequent programs.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



18.1	18.2, 18.3	18.3		
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Board
Executive management

HOW WE WILL MEASURE SUCCESS

- Community engagement
- Funding



WHAT NEEDS TO BE DONE

Considered and consistent promotion of programs.

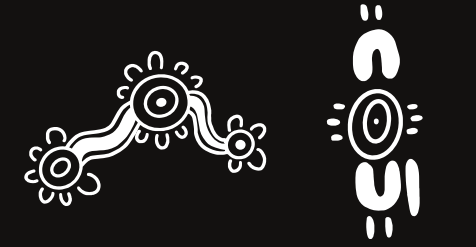
WHAT WE WILL DO

- 19.1** Identify targeted audiences for all of our programs and the platforms these audiences engage with.
- 19.2** Commit to promoting our programs across these various platforms depending on target audience.
- 19.3** Acquire clearly branded social media accounts.

19. TARGETED PROMOTION

We will promote our programs to keep our communities informed.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



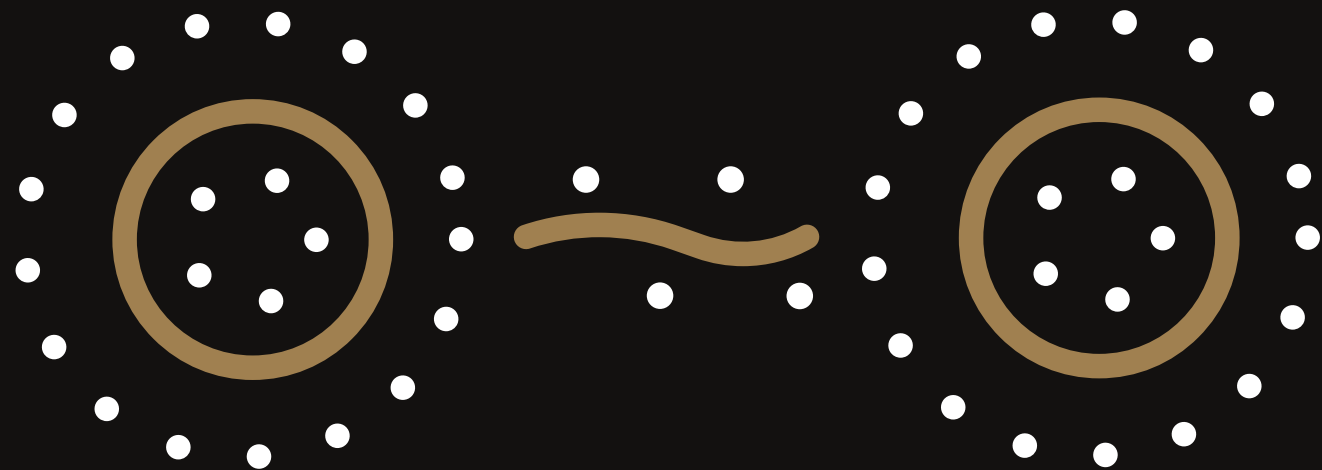
19.1, 19.2, 19.3	19.1, 19.2, 19.3			
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Executive management
Relevant staff

HOW WE WILL MEASURE SUCCESS

- Overall service engagement



WHAT NEEDS TO BE DONE

A uniform approach to program review and assessment needs to be developed and periodically conducted.

WHAT WE WILL DO

20.1 Assess current program review and reporting frameworks, policy, and procedures with the view to developing a uniform approach to program review and assessment.

20.2 Establish an organisation wide program review committee, made up of members from various services, who will conduct periodic reviews.

20.3 Periodically review our places to assess their capacity to hold programs.

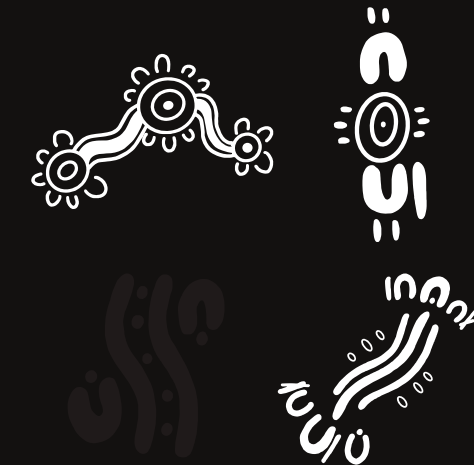
20. PROGRAM ASSESSMENT

We will strengthen program cohesion across the organisation to maintain directional clarity.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



2022	20.1, 20.2, 20.3	20.2, 20.3	20.2, 20.3	20.2, 20.3
	2023	2024	2025	2026

WHO WILL LEAD THIS

Relevant staff
Executive management

HOW WE WILL MEASURE SUCCESS

- Program engagement
- Funding



WHAT NEEDS TO BE DONE

Develop methods to support consistent client interaction.

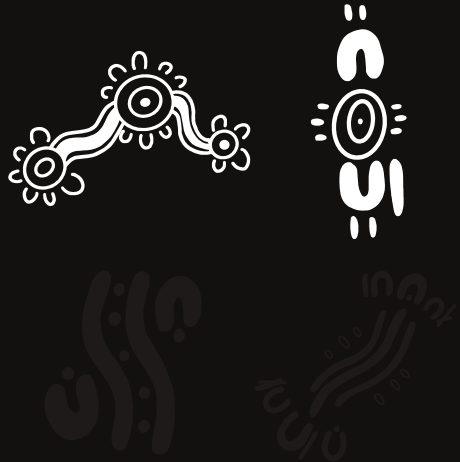
WHAT WE WILL DO

- 21.1 Create schedules for interaction with services, with regular time and space held for such.
- 21.2 Research alternative impact assessment models to better capture and assess ongoing interactions within current reporting requirements.

21. PROGRAM ENGAGEMENT

We will create opportunities to increase engagement with our programs.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

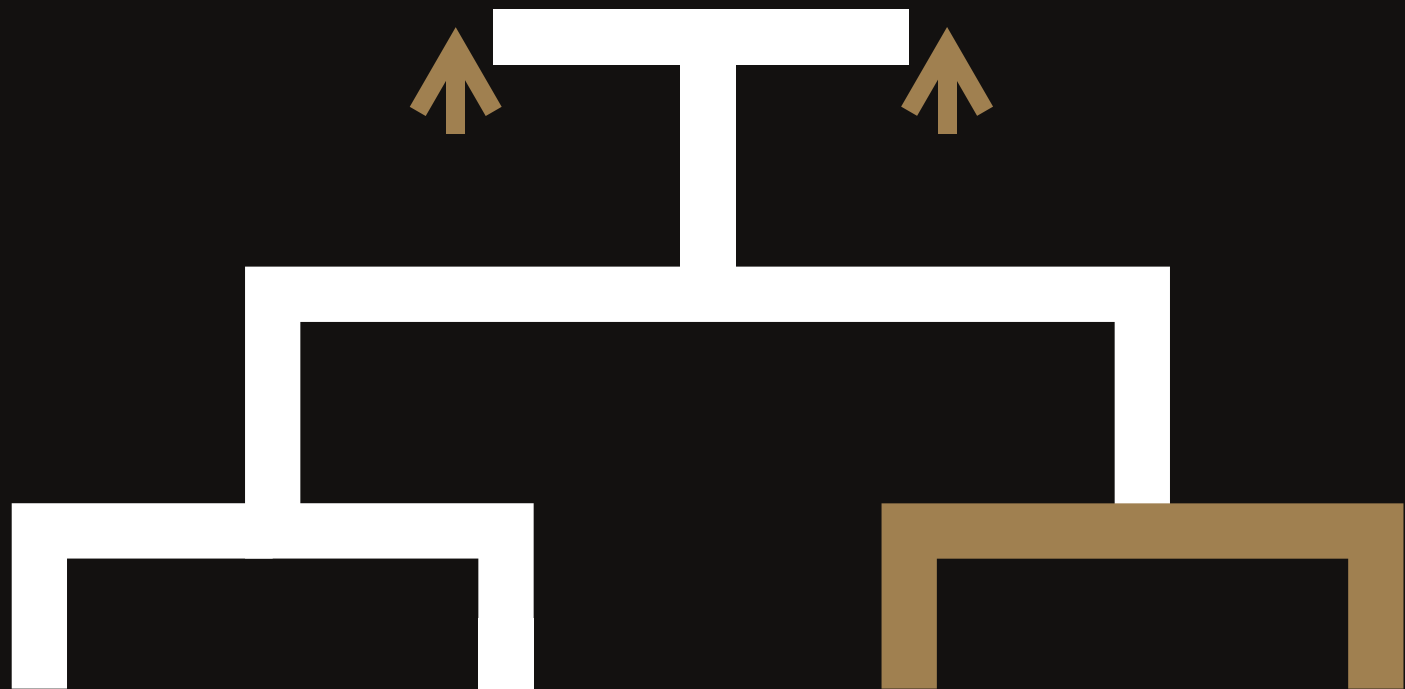
	21.1, 21.2	21.1, 21.2		
2022	2023	2024	2025	2026

WHO WILL LEAD THIS

Relevant staff

HOW WE WILL MEASURE SUCCESS

- Program engagement



WHAT NEEDS TO BE DONE

Develop a set of organisational standards, that are heavily informed by our principles, which can then inform our program assessment.

WHAT WE WILL DO

22.1 Refer to our organisational principles and craft a set of organisational standards that detail the expectations for the organisation.

22.2 Build from the organisational standards to establish actionable program standards, outlining the internal expectations for all programs regardless of external objectives.

22.3 Develop a uniform system for assessment of programs against these internal standards.

22. STANDARDS

We will develop a system to assess program performance to maintain meta relevance.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

22.1	22.2	22.3		
2022	2023	2024	2025	2026

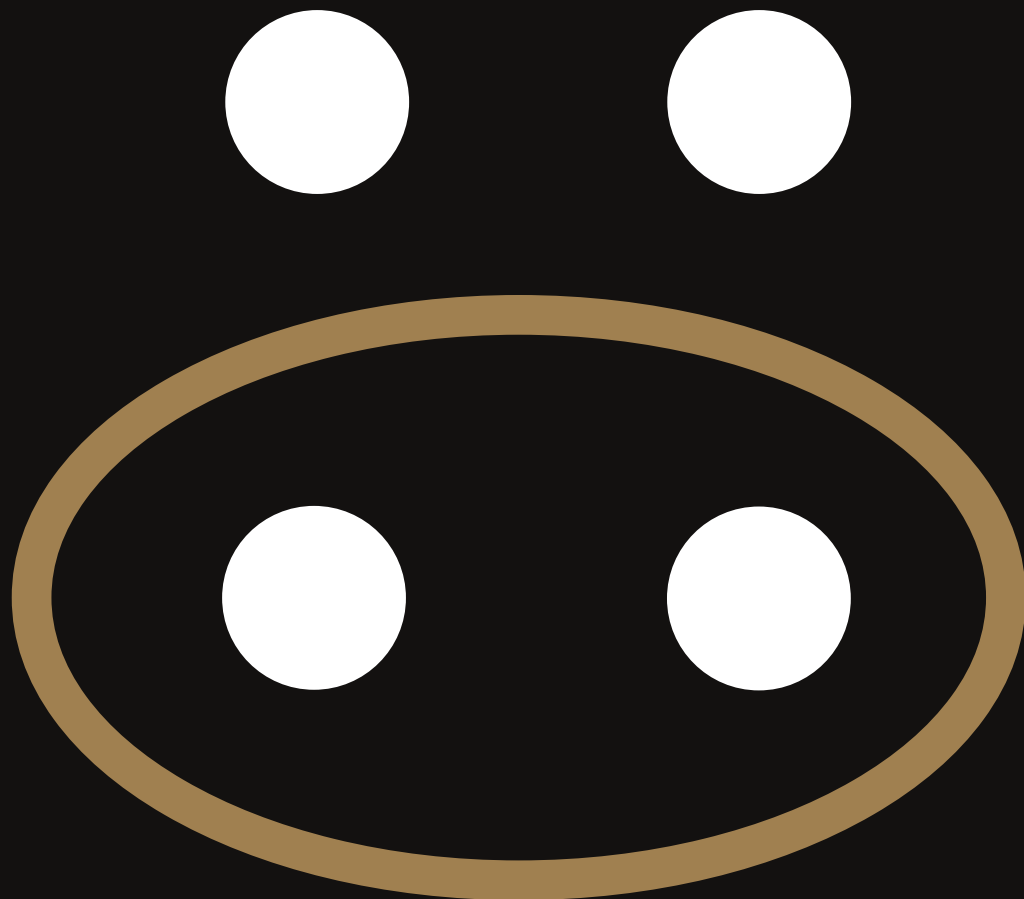
WHO WILL LEAD THIS

Board
Executive management

HOW WE WILL MEASURE SUCCESS

• Reputational standing





WHAT NEEDS TO BE DONE

Undertake an audit of the funding landscape as part of an ongoing approach to needs assessment.

WHAT WE WILL DO

23.1 Use data from our community feedback models to refine our approach to needs assessment.

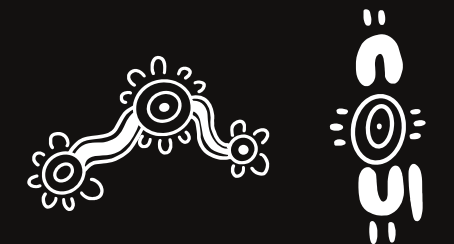
23.2 Undertake a periodical audit of the funding landscape, and partner and sector offerings, to assess our potential to address community needs.

23.3 Provide informed feedback to community regarding their expectations and our capacity.

23. EXPECTATIONS

We will know our fit to optimise program design.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



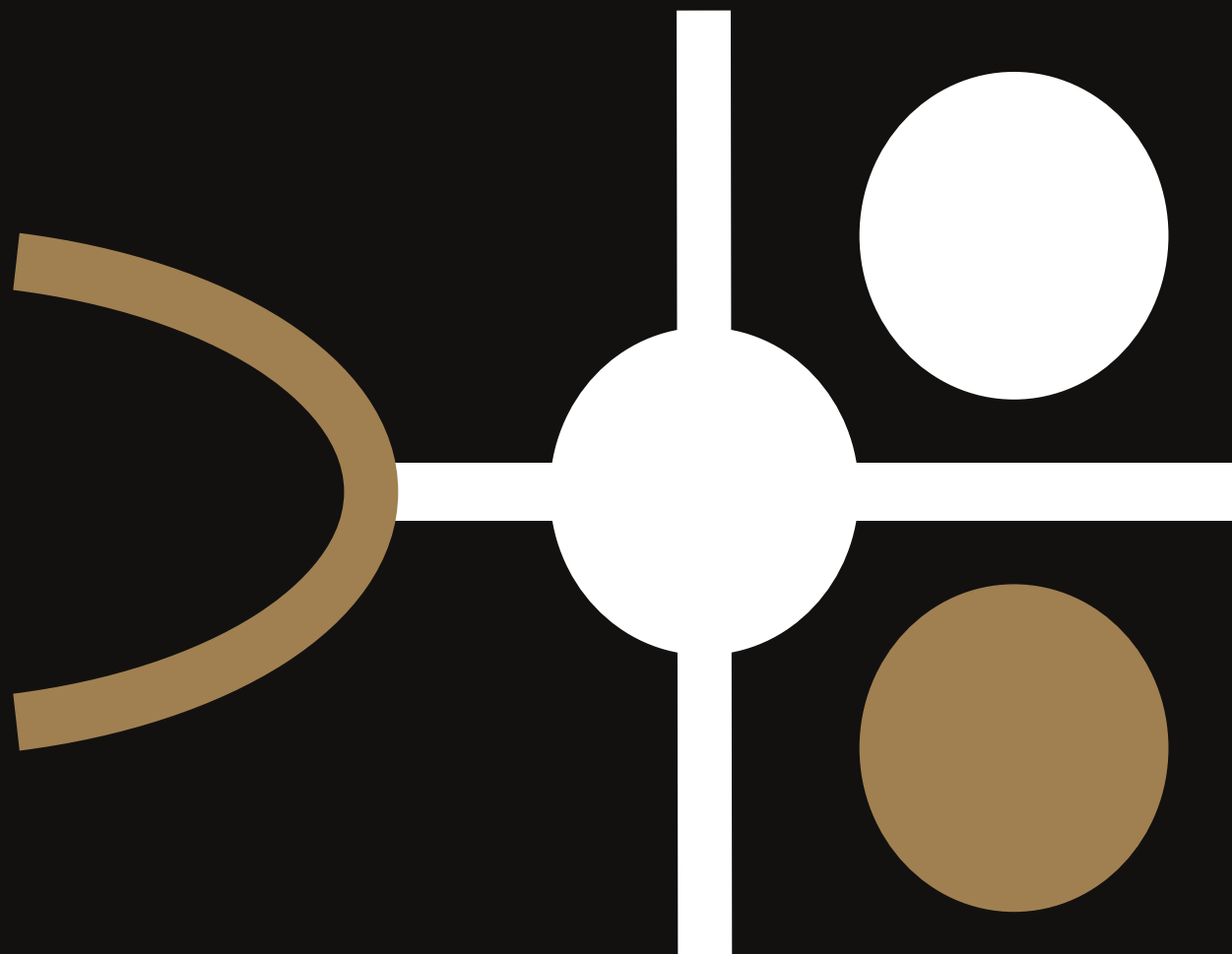
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2022	23.1, 23.2, 23.3	23.1, 23.2, 23.3	23.1, 23.2, 23.3	23.1, 23.2, 23.3

WHO WILL LEAD THIS

Executive management
Relevant staff

HOW WE WILL MEASURE SUCCESS

• Funding



24. SCOPE AND SCALE

We will consider scope and scale to optimise program design.

WHAT NEEDS TO BE DONE

Optimise our program design to incorporate clear contingencies for growth and rationalising and allow the scope of our programs to be more focused.

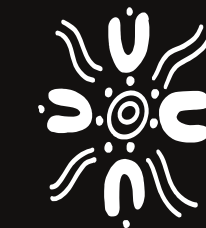
WHAT WE WILL DO

24.1 Determine, as part our program review process, possible improvements to programs regarding scale (i.e., which have the capacity to grow, which do not but need to etc.).

24.2 Embed these considerations of scope and scale into all future program designs.

24.3 Prioritise seeking alternate funding opportunities to support distinct programs as opposed to extending the scope of other programs to cover costs.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE

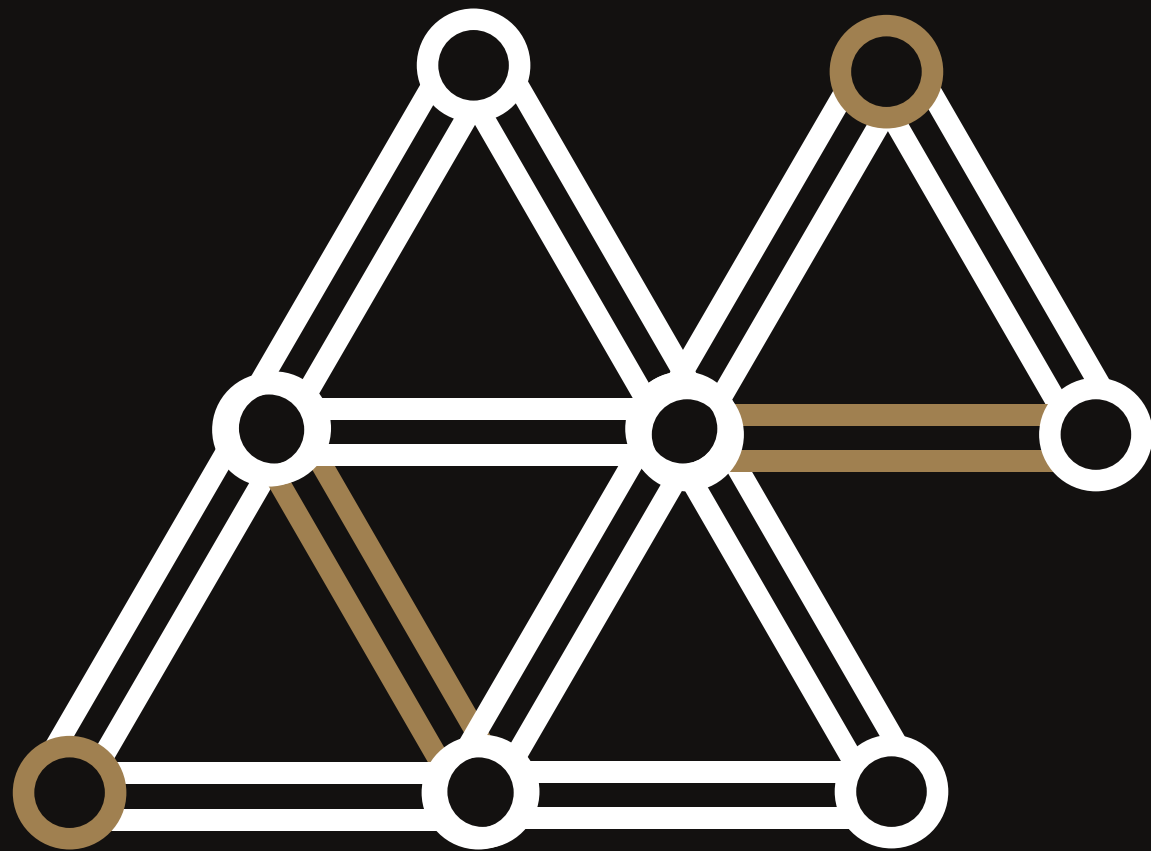


WHO WILL LEAD THIS

Relevant staff

HOW WE WILL MEASURE SUCCESS

- Funding
- Program engagement



WHAT NEEDS TO BE DONE

Partnerships need to be reviewed according to their relevance to, and impact on, programs. The insights about what works will be used to frame an approach to selecting future partners.

WHAT WE WILL DO

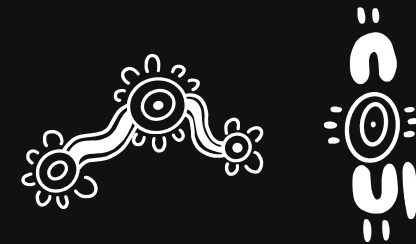
25.1 Undertake a review of current partners according to program goals, outcomes and success and assess the role partners play in this.

25.2 Use review insights to develop a more targeted approach to partnerships. Using program goals to identify relevant future partners and supporting partners with places and spaces that can further support authentic program offerings.

25. PARTNERSHIPS

We will partner for a purpose as our programs will lead our place and space-based decision making.

WHO THIS WILL IMPACT



WHEN THIS WILL BE DONE



WHO WILL LEAD THIS

Relevant staff

HOW WE WILL MEASURE SUCCESS

• Partnerships

