



# Strategic Plan 2016-2020

# RANSW's Strategic Plan 2016-2020

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## Introduction

Our Strategic Plan 2016-2020 sets the direction for Relationships Australia NSW (RANSW) at a significant time of change within our sector.

This plan builds upon our Strategic Plan 2012-2016, which aimed for our services to have a greater impact on more people's lives, grow our capacity to assist families in greatest need of relationship support, continue to adapt and innovate our services, and ensure that we were at the forefront of practice.

We have been successful in achieving these aims by linking into key government initiatives, which extend our reach. This has meant further developing our well-established relationship services, responding to customers most at risk of social exclusion, and building community capacity to support positive and resilient relationships.

The next few years will present substantial opportunities and challenges, both in responding to increasing demands, and securing sustainable resources.

Our Strategic Plan 2016-2020 has been developed with these opportunities and challenges in mind. We undertook a scenario planning process that explored various possible futures. This helped us envision a future for RANSW that will allow our organisation to look ahead and respond to a rapidly changing sector environment.

Our Strategic Plan includes goals and objectives for the period 2016-2020 which were developed to enable the successful achievement of this envisioned future in 2020.

A snapshot summary of our Strategic Plan is shown on the next page. The details follow.

Our Strategic Plan 2016-2020 and our performance highlights can also be found on our new website: [www.nsw.relationships.com.au](http://www.nsw.relationships.com.au)

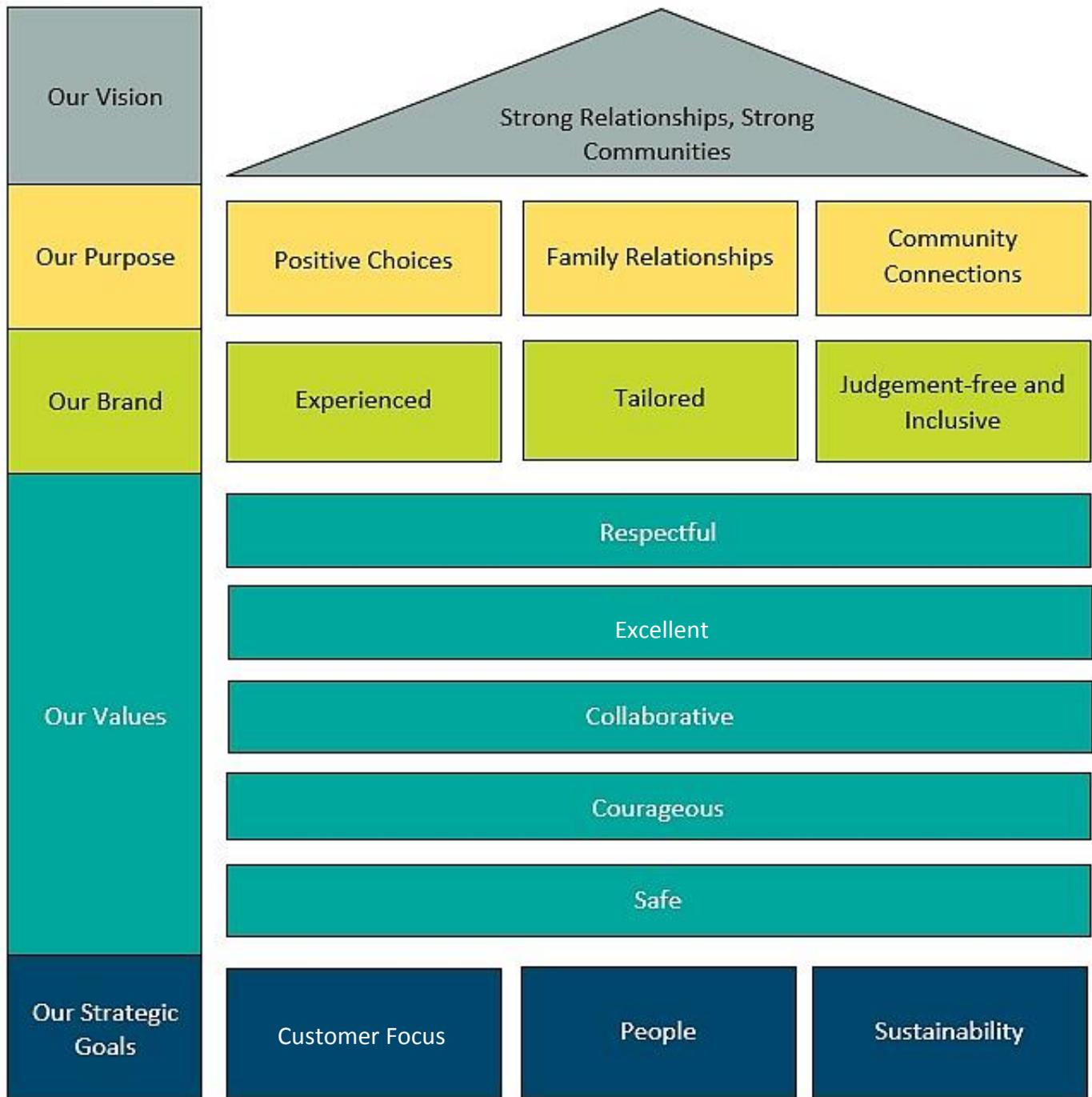


Elisabeth Shaw  
CEO



Chris Bertinshaw  
Chairperson

## Our Strategic Plan 2016-2020 Snapshot



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## What This Strategic Plan Is For

This strategic plan is our key leadership tool. It sets our strategic direction for the next four years.

By describing our long-term vision and commitment, it will inspire and motivate us as we continue to build strong relationships and strong communities.

Spelling out our principles and values will help us safeguard our culture and ethos, and maintain our high levels of professionalism, as we strive to achieve our strategic goals and objectives.

Finally, by detailing our strategic goals and objectives, it will ensure that we focus on what is important to do over the coming four years, which will help us make good decisions for the future of RANSW and for the customers we serve.

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## How We Will Use This Strategic Plan

This Strategic Plan is for everyone at RANSW to help manage change over the coming four years.

Following this plan, keeping to our vision and purpose, successfully applying our brand and values, and achieving our strategic goals and objectives, should realise our envisioned future in 2020.

Our Board members will use it as a basis for reviewing activities and priorities, assessing progress toward the strategic goals and objectives, and to guide the formation of an implementation plan.

Our Leadership Group will use it to inspire our staff and make good decisions about resource allocation and priorities.

Our Management Team members will use it to focus our teams on what is important to do for customers within each service area.

Our staff will use it as a reminder of the higher purpose of RANSW and to guide their individual choices, expertise, and commitment, which is important to the success of our organisation.

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## Our Vision – Strong Relationships, Strong Communities

Our vision is of a harmonious and inclusive society, which promotes and supports respectful, resilient, healthy relationships and social connections.

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## Our Purpose – Reshaping lives together: Connecting people and communities

Our purpose is to help forge valuable, meaningful, strong connections between people, communities and social supports, in service of their empowerment and social well-being.



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## Our Brand – Experienced, Tailored, Judgement-free and Inclusive

We understand that people come to us because:

1. They are looking for a resolution for now, to address an immediate need that will help them survive.
2. They are looking for a way to move forward, to fix something worth fixing that will help them improve.
3. They are looking to be empowered to make their lives better in the future and to help them grow.

Backed by 70 years of experience, RANSW understands that throughout their lifespan, people face many transitions and disruptions, and that every relationship has its challenging times. Some people have experienced considerable setbacks, suffering and trauma as a result.

RANSW is a judgement-free and inclusive relationship support organisation that offers counselling, mediation, dispute resolution, therapeutic casework, relationship and community education. We provide services in our offices, on-line, in workplaces and community settings such as schools. We also offer commercial services to support our work.

RANSW is respectful of people's unique situations, regardless of beliefs, culture, family structure, gender, or sexual orientation.

We work together with our customers as a team, tailoring services, tools and strategies to suit their circumstances.

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## Our Values – Intrinsic and Enduring

In our services and in our workplace we are:

- *Respectful*

We empower people

We are a judgement-free service and act with integrity

We listen to our customers and work in their interests

We address inequality and actively seek to reduce barriers to services

Our staff act with care and professionalism

- *Excellent*

We strive to deliver quality services to our customers, tailored to meet their individual needs

We are committed to continuous improvement and staff development

We are accountable for public funds and ensure value for money

We invest in research and service excellence

- *Collaborative*

We work with our customers, their families, and communities to maximise positive outcomes

We are accessible

We build relevance, effective networks and partnerships

We are open to diversity of ideas and to change

Our staff are effective team players

- *Courageous*

We are progressive, accountable, innovative and bold

We offer leadership on important social issues and speak up against injustice, discrimination and harm

We embrace the talents, skills and knowledge of others, even when different to our own

We seek new ways to ensure sustainability and longevity

- *Safe*

We are advocates for people who are experiencing vulnerability or inequality

We are committed to family and community safety and early intervention, and we prioritise the safety of children

We ensure workplace and cultural safety

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## What Our Organisation Will Look Like in 2020

The envisioned future for RANSW is an independent, inclusive organisation with a strong reputation for providing tailored, accessible and responsive services.

Individuals, couples, families, and communities, from any background and from all walks of life can access our services face-to-face or via our online and mobile applications.

We are a household name for anyone seeking assistance with personal, relationship and social challenges including concerns about mental health and wellbeing, personal and family safety, couple and family functioning, and community participation.

Our innovative practice facilitates positive customer outcomes. Our services are underpinned by research and are continuously improved through the evaluation of those outcomes, and listening to the voice of our customers. This ensures our services are responsive to customers' needs and gives us a credible voice in advocating for the improvement of people's relationships and wellbeing.



We are influential in the political and social landscape. We are sought after as service leaders and innovators, given our role in cutting edge service delivery. We create opportunities for public dialogue and consultation on key issues affecting our communities.

Our qualified and professional staff help customers move forward with more confidence and resilience. Our staff live our values and are committed to providing professional services within a dynamic and accountable working culture. Our staff have rewarding careers that focus on achieving positive outcomes for customers and their communities.

We value working in partnership with other service providers to reach new communities. Our services incorporate the use of a broad referral network so that together we can assist people to easily find the help they need. Our service partners trust us to be reliable, efficient, and collaborative.

Our social enterprise is a key strategy in diversifying our funding sources and ensuring our long term sustainability. It will allow us to offer new models of service to anyone with mental health concerns, home, work or community relationship issues.

These commercial services will enable RANSW to support a greater number of vulnerable and disadvantaged people in society, as all profits made in our social enterprise are fed back into our frontline work.



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## Strategic Goals Towards 2020

We are known for our expertise in relationship wellbeing and are respected for being able to make a difference in the lives of our customers.

Building upon our last Strategic Plan 2012-2016, and all of our achievements to date, over the next period our Strategic Goals are as follows:

- *Strategic Goal 1 – Customer Focus*

We ensure that our customers receive responsive, effective and judgment-free services that are informed by evidence, with a focus on outcomes.

- *Strategic Goal 2 – People*

Our people are skilled, engaged, innovative, and customer focused in delivering high quality services.

- *Strategic Goal 3 – Sustainability*

We access broad alternative funding streams to ensure our organisation's long term financial sustainability.

The twelve strategic objectives underpinning these strategic goals are noted below.



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### Strategic Goal 1 – Customer Focus

*We ensure that our customers receive responsive, effective and judgment-free services that are informed by evidence, with a focus on outcomes*

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#### Strategic Objectives

1. Invest in the creation of digital, on-demand services with a focus on self-serve options for existing and new generational customers and changing demographics.
2. Develop a service framework built on successful models of practice and international standards to achieve key outcomes, with appropriate measurement tools and reporting processes.
3. Grow our capability to work with a broader range of age groups and a diverse range of cultural and new migrant groups, while continuing to provide excellent services within current contracts.
4. Form key partnerships to develop service delivery models that reach the most vulnerable members of the community.
5. Actively build a meaningful and relevant brand that customers trust during their time of need.

*The main outcome of this strategic goal is that our customers will have broader access to quality services to meet their changing needs.*

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## Strategic Goal 2 – People

*Our people are skilled, engaged, innovative, and customer focused in delivering high quality services.*

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### Strategic Objectives

6. Build internal capacity and foster a supportive workplace culture that promotes the development of knowledge and expertise, including working with customers from a variety of cultures.
7. Create and encourage continual improvement and adaptability to changes in service delivery methods through a knowledge sharing culture enhanced by the innovative use of technology.

*The main outcome of this strategic goal is that our people will have the requisite knowledge and skills to professionally respond to changing customer needs.*

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## Strategic Goal 3 – Sustainability

*We access broader alternative funding streams to ensure our organisation's long term financial sustainability.*

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### Strategic Objectives

8. Develop RANSW's social enterprise through establishing independent commercial activities which generate profits for utilisation and support of RANSW's core purpose.
9. Expand sources of funding through targeted promotions to customer groups, funding bodies and social investment bodies that demonstrate program outcomes and achievements.
10. Achieve long term sustainability through strengthening our brand by gaining stronger insights in our customer needs and improving our service offerings.
11. Build new service delivery models, leveraging the Relationships Australia brand and the expertise within each State/ Territory office.
12. Support our long term sustainability by ensuring sufficient scale and footprint in all our services and locations.

*The main outcome of this strategic goal is a forward looking, sustainable organisation providing expanded services to a broad range of customers.*